DOCUMENT RESUME

ED 206 880 RC 012 899

AUTHOR Domack, Dennis
TITLE The Art of Community Development: A Wisconsin Experience.
INSTITUTION Wisconsin Univ., Madison, Univ. Extension.
PUB DATE Jul 81
NOTE 128p.: Photographs will not reproduce clearly.
AVAILABLE FROM Agricultural Bulletin Bldg., 1535 Observatory Dr., Madison, WI 53706 (I3135, $3.00).

EDRS PRICE MF01/PC06 Plus Postage.
DESCRIPTORS Change Strategies: Citizen Participation: Community Action: *Community Development: *Community Involvement: *Community Planning: Community Support: Economic Development: Long Range Planning: *Needs Assessment: *Program Development: Program Evaluation: Questionnaires: Rural Development: *Self Help Programs
IDENTIFIERS *Small Towns: Wisconsin (Dane County)

ABSTRACT

A strong local economy which allows residents of a community to work and shop near their homes is perhaps the best safeguard against the threats of urban sprawl, economic stagnation, physical deterioration and loss of unique identity facing many small towns. Utilizing a six-phase process advocated by the University of Wisconsin-Extension, residents of the towns of Oregon, Middleton, Waunakee and Deerfield have conducted successful community development projects. Phase 1, Initial Awareness, encourages elected officials, community leaders, citizens and sponsors to determine whether community development is appropriate. Phase 2, Community Involvement, relies on local media to promote informational meetings resulting in formation of a steering committee. Phases 3 and 4, Problem Identification and Analysis, involve community consensus study, visual analysis, trade area surveys, surveys of business owners/managers and building owners, threshold level analysis (business and potential study) and business district design alternatives. Phase 5, Follow-up and Action, includes immediate and long-range planning, consensus actions, design and economic assistance and resource identification. Phase 6, Evaluation, emphasizes continual feedback, formal response, monitoring successes and failures, and review. Case studies of the development projects and questionnaires used by the communities are provided. (NEC)

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The Art of Community Development

A Wisconsin Experience

Dennis Domack

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Preface

One of America's most valuable resources is the small town. However, this reservoir of independence, cultural diversity, and community spirit is in jeopardy. Threatened by urban sprawl, economic stagnation, or physical deterioration, many communities are losing their unique identity, which was once their most prized possession.

A strong local economy is perhaps the best safeguard against threats to our communities. When the residents of a community can work and shop near their homes, they are more committed to preserving and improving their local environment. The economies of many communities, however, are languishing. Reversing this economic stagnation requires a community-wide effort.

Over the past few years, the residents of several Dane County communities have been making such an effort. In many instances, the results achieved by local citizens uniting to work on local problems and needs have been impressive.

While the credit for the success of these community development projects belongs to dedicated local residents, these projects represent the extension of the University of Wisconsin System to the people of Dane County. Through its community development program, the University of Wisconsin—Extension brings together resident faculty from state campuses, specialists, students, and members of other agencies at the state, county and local levels to help residents of communities solve local problems. Funding for the community development projects are provided by the communities, Dane County, and Title V of the Rural Development Act of 1972.

The author would like to give special thanks to the citizens of the Dane County communities that have carried out projects and, in particular, to the members of project steering committees. The author would also like to acknowledge Palmer McCoy for his encouragement and assistance; Don Johnson and Larry Meiller for their research and development of the Community Consensus Study; Steve McNiel for his dedicated efforts in architectural-design and follow-up activities; Brady Foust for his research on the Market and Threshold Analysis; Patricia Quinn-McNiel and Mark Bello for their help in compiling and editing; Curtis Gear; Ruth Domack; the UW-Extension Study Editorial Office; and Eleanor Jones and Bonnie Hansen for typing and editorial assistance.

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Introduction

Almost everybody has thought about changes they would like to see made in their community and, probably more often than not, at least a few of these ideas are similar to those of other members of their community. Local residents may have common concerns about the physical conditions of the community, such as deteriorating buildings and streets; they may be troubled by the lack of certain services or the poor selection of goods in local stores; or they may sense that their community is losing its identity to a sprawling urban center nearby.

Too often, however, these and other possible concerns are left unsaid or are the subjects of idle conversations, rather than the stepping stones for community action. As a result, community needs remain unsatisfied and problems are allowed to linger and worsen with time. The reasons for this inaction are many, but frequently, the prospect of initiating and carrying out change in a community is simply too overwhelming.

"Even if I wanted to help my community make some necessary changes," a bewildered resident might ask, "where and how would I begin?"

This publication is designed to provide people interested in finding the answer to that question with the tools and information they need to overcome the inertia of community inaction and to set the stubborn wheels of change in motion. In short, this publication is about an art, *the art of community development:* the process of helping a community initiate, implement, and evaluate physical, social, and economic change.

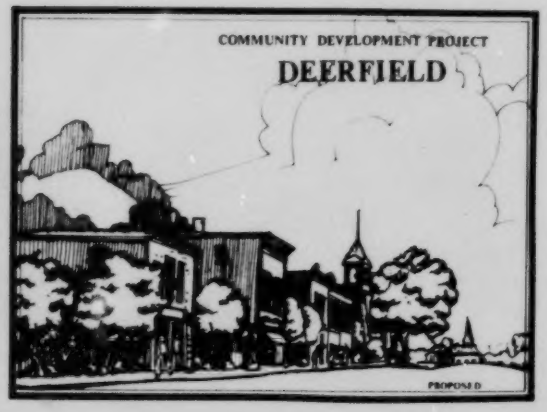
The process explained here is used by specialists and researchers working in the University of Wisconsin—Extension Community Development Program. This process consists of six phases: (1) initial community awareness, (2) community involvement, (3) problem identification, (4) problem analysis, (5) follow-up and action and (6) evaluation. The important components of each phase will be described in detail, and the reader will be alerted to ongoing research aimed at improving various aspects of the process. The appendices contain samples of questionnaries used in the process and case studies of community development projects successfully undertaken in four Wisconsin communities.

Before proceeding, however, several key elements that are critical to the progress made in each phase and to the overall success of the community development project will be discussed.

The Elements of Success

Citizen Participation

Although the goals of each community are unique, a high level of citizen participation is absolutely essential to any community develoment project. If the members of the community do not feel as though they are actively involved in every phase of



the project, their support is likely to wane, diminishing the chances for success.

People are usually motivated to act when they are aware of community problems and understand the full range of potential solutions to these problems. The community development process stresses citizen involvement and provides mechanisms for including citizens in identifying problems and potential solutions. For example, citizens can serve on the steering committee, which oversees the project, and their views are made known through a series of surveys.

Although the process includes these mechanisms, the community development agent and other project leaders must also strive to cultivate and sustain citizen interest and support. *Timing* is a critical element here. No more than three months should elapse without updating the entire community on the project. Community meetings and newspaper articles are effective communication vehicles.

The county community development agent and other specialists act as resources for the community to draw upon throughout the life of the project. With their specialized backgrounds, the agent, sociologists, economists, landscape architects and others from UW-Extension can assist in improving survey procedures, analyzing and translating survey results, identifying county, state, and federal funding sources, and devising potential solutions. For example, the UW-Extension Department of Rural Sociology presents to the steering committee a sample community consensus survey used to identify local issues and problems. Together, they make changes in the survey to tailor it to the needs of the community.

The county UW-Extension community development agent is often the binding force of the project. He or she initiates and guides the entire project, although any dedicated person with adequate skills and knowledge of outside resources can take on this role.

The Community Development Agent and Other Resource Persons

The community development agent, or his or her counterpart, must be a *people specialist,* able to talk with and be comfortable with a broad cross section of people. This person must be confident and inspire the trust of the community. To achieve this trust—an essential ingredient of cooperation—the agent must observe, listen, and adjust to goals and needs expressed by community members. Oftentimes, as communication begins to flow and issues begin to surface, the focus of the project expands or shifts to address new problems. The agent must be flexible and resourceful enough to adjust the project to meet these emerging concerns.

The agent must keep the public informed of the project at every step so that it belongs to the people of the community at all times. After the collection and analysis of the surveys, he must report the results back to the community. The agent must work closely with community leaders, project committees, and study groups. Responsibility for keeping the project moving rests with the agent.

The agent must be committed to the project over a long period of time. Follow-up work generally begins about six months after the planning phase of the project. Long-term plans are essential. He or she must be patient because it is often several months before signs of accomplishment appear. Satisfaction and reward, if they are to be immediate, must come from working with people who are pursuing a common goal.

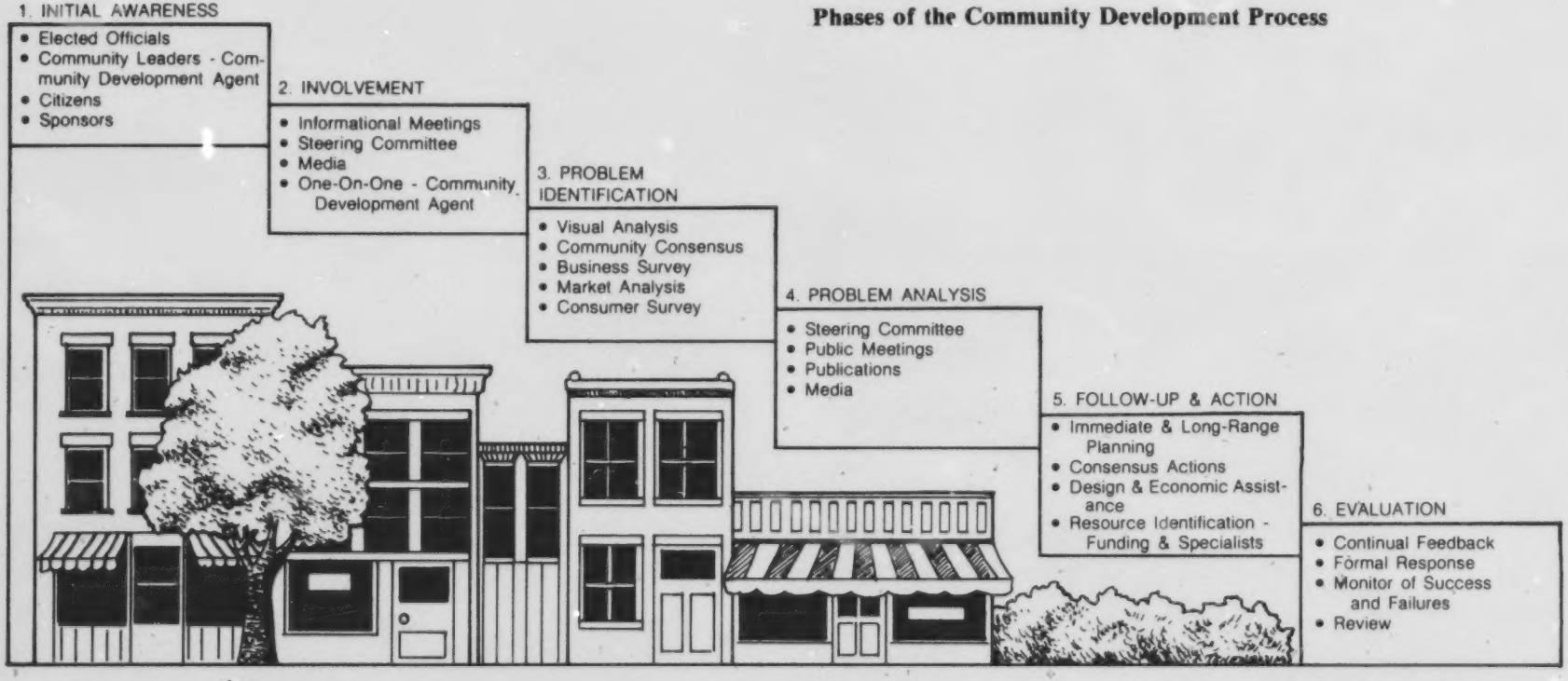
The Process of Community Development

Can our communities afford to pay the price of not planning for their future? The obvious answer is *no*, and the proof is all around us: Urban sprawl is transforming once-independent towns and villages into imageless "bedroom" communities; downtown businesses that were once community hallmarks are closing their doors, unable to compete with large new shopping centers; new developments are constructed without regard for existing architectural styles; and the social cohesiveness of many communities is disintegrating.

Planning, which is so important in our personal lives, is often neglected at the community level, and this neglect can take a personal toll—the quality of our lives declines with that of the community. The community development process facilitates community planning. As shown in the figure on the bottom of the page, a group of concerned citizens are the planning catalysts. Motivated by their awareness of community problems and needs, they lay the initial groundwork for the project. When the project is completed as much as a year later, they and their fellow community members will have improved their local environment and, perhaps more importantly, they will have acquired a tool for responding to future problems and issues.

In this chapter, each of the six community development phases will be described. The more technical components of the problem identification and analysis phases will be described in greater detail in the next chapter.

Phases of the Community Development Process



Phase 1: Initial Awareness

The process begins when a group of community leaders and other concerned citizens meet with the UW-Extension community development agent in their county. The impetus for this meeting may come from previous discussions with the agent or the successful community development experiences of other communities. In this meeting, the community members raise their concerns and questions about their local environment. Questions they ask of themselves may include:

- How do others view our community?
- What do local customers want from community businesses?
- What do we have that is desirable, and what do we lack?
- What is the potential for opening up new retail establishments in our community?
- How do our economic development problems relate to other community problems and issues?
- What is the consensus of opinion as to the major concerns of our community?

The agent acquaints the group with the specifics of community development, outlining the phases of the project and emphasizing the importance of broad community support and participation. The group then decides whether community development is appropriate. If they are in favor of a project, plans are made for an initial presentation, at which the agent and other UW-Extension specialists describe the community development process to all members of the community.

The steering committee is the nucleus of the community development project. Comprised of citizens representing a wide variety of community interests, the committee oversees the entire project, from fund raising to arranging informational meetings for the entire community.

Phase 2: Community Involvement

Community involvement, as is stressed throughout this publication, is essential during all phases of the project. The term is used to identify this particular phase of the project because it is at this time that the seeds for citizen participation are planted. The initial presentation can be an effective motivator.

With the cooperation of the local media, the initial presentation should be well publicized beforehand to stimulate community interest and to help ensure the public meeting is attended by a broad cross section of local residents and community organizations. At the meeting, the community development agent and other UW-Extension specialists give an overview of the project and make it clear that community members will be active in each phase and will have ample opportunity to make suggestions. The specialists also provide an estimate of what it will cost to undertake the project.

After the meeting, the citizens in attendance decide whether or not to go ahead with the project. If they approve, the immediate task at hand is securing funding for the project (see the box on page 5). As is evident from experiences in several Wisconsin communities, funding arrangements will vary. In some communities, the local government and a community organization, such as the chamber of commerce, may sponsor the project. In others, a community organization may pledge to match the money raised in a community fund-raising drive.

Steering Committee

A steering committee is formed as soon as possible after the citizens have agreed to proceed with the project. Initially, the committee may concern itself with the task of raising funds for the project, but its main responsibility will be to oversee the entire project. That responsibility includes preparing and reviewing questionnaires, recruiting volunteers, setting up local informational meetings, and acting as a liaison between the community and the UW-Extension project team and other professionals participating in the project.

The steering committee is highly visible proof that the project truly belongs to the community and can motivate other citizens to become involved in the project. To be effective, the committee must be composed of citizens who represent a wide variety of community interests and needs—members of the chamber of commerce, rotary club, and other service organizations; school board members; business people; homeowners; local government officials; clergy; and other citizens.

The steering committee is usually formed by seeking volunteers from the community who are interested in the project and who would like to take a more active role in ensuring its success. In Deerfield, for example, the local newspaper published an article requesting interested persons to attend a meeting, and just that easily a steering committee was formed.

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Funding arrangements for a community development project usually entail a combination of contributions from local and/or county governments, local business or civic organizations, and private citizens. The community of Oregon sought $65,000 to build a park shelter, one of the needs identified in the community consensus survey.

How Much Will It Cost?

The number of options for funding a community development project is only limited by the imaginations of the steering committee and the community development agent. Funding arrangements usually entail a combination of contributions from local and/or county governments, local business or civic organizations, and private citizens.

In the four projects featured in the last chapter, community-bourne costs ranged from nothing (Deerfield) to $6,000 (Middleton). Deerfield was one of the beneficiaries of a $10,000 community development grant from Dane County. Noting the successes of the community development program, the County Board appropriated the money for problem identification and analysis in Deerfield and for follow-up work in three other communities, including Middleton.

Most project costs are confined to the community visual analysis (film and processing) and to the salaries of graduate students, who serve as design assistants and who actually live in the community for part of the project. The community development agent and other UW-Extension faculty members do not charge for their services.

The agent can help minimize costs by tapping university resources. In previous and ongoing projects, classes have conducted project surveys and have contributed design assistance. In addition, graduates have used community development projects as the basis of their research. The community benefits from the graduate students' efforts, and the students have the opportunity to conduct applied research.

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Phases 3 & 4: Problem Identification and Analysis

Problem identification and analysis are the most technical phases of the process. Problem identification is essentially a fact-finding mission comprised of six components, each aimed at identifying problem areas and establishing priorities for community action. The UW-Extension team, assisted by community volunteers, carry out much of this phase, but not before the steering committee has reviewed the surveys and adjusted them to conform with the perceived needs and conditions within the community.

The six components of the problem identification phase are briefly described below, and will be described in greater detail in the next chapter.

Community Consensus Study (Public Opinion Survey). This study shows what citizens, elected officials, and other community leaders identify as local problems and how each group rates the importance of problems in such areas as education, community growth and planning, local services, transportation, and health care.

Visual Analysis. This portion of the project helps a community "see" itself. It involves taking photographs and putting together a composite picture of the community, so that merchants, local officials, and interested citizens can objectively view the positive and negative aspects of their community.

Trade Area Survey (Consumer Survey). This survey identifies consumers' shopping habits, where they get information about goods and services, and what they like and dislike about a community's retail and service establishments. It is called a trade area survey because it includes both people living in the community and people in the surrounding area who shop in the community.

Survey of Business Owners/Managers and Building Owners. In this survey, a sample of business owners and managers and business building owners are asked about the community's business problems and opportunities. These people are also asked how much individual and community effort should be put into improving the local business sector.

Threshold Level Analysis (Business Potential Study). The local business person is always interested in whether or not a given type of business will be profitable in a particular location. Profitability depends on the amount of competition, the per capita income of the community, and other factors which determine local demand. The threshold level analysis indicates the minimum number of people required to support both existing businesses and a particular type of new business.

Business District Design Alternatives. These ideas and plans suggest to business owners and managers and owners of business buildings ways to improve the appearance of their storefront, parking lot, rear entrance, business interior, and sidewalk area. Design alternatives may also be useful to communities in planning parks, waysides, and other community facilities.

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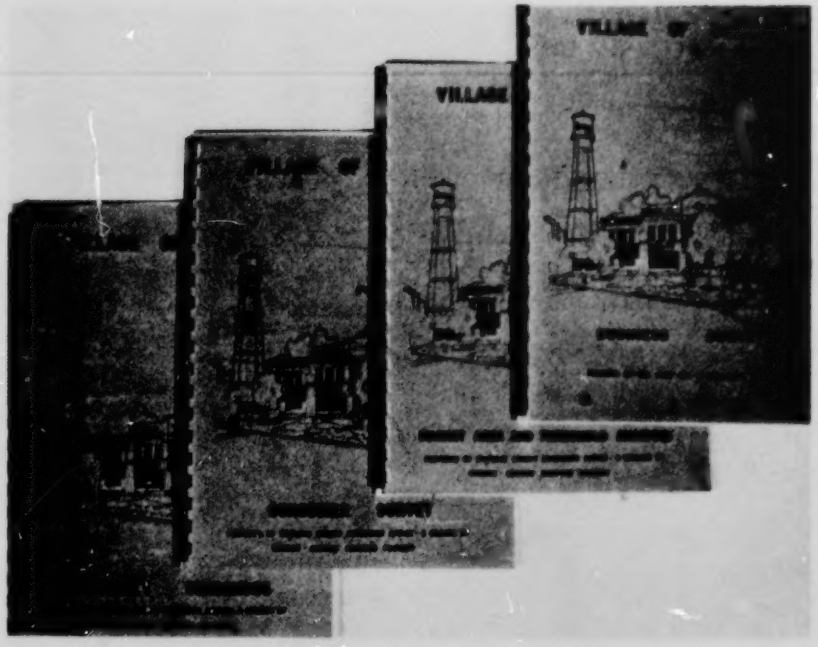

Results of studies conducted during the problem-identification and problem-analysis phases are made available to the community through publications, as well as public meetings and newspaper articles.

The UW-Extension team is primarily responsible for analyzing the data collected in the surveys and other project studies, although community volunteers, recruited by the steering committee, assist in preparing the survey data for computer analysis. Through their analysis, team members rank problem areas and identify differences in opinion among the various groups surveyed.

When the study results are ready for presentation, the steering committee, along with the community development agent, arrange to have the results communicated back to the community. They may arrange as many as four informational meetings. One is called for reporting the results of the community consensus survey; another for viewing the visual analysis; a third for the results of the economic surveys; and a fourth to present the design alternatives.

The steering committee and agent must also make sure that the results of the studies are given to the local newspaper and radio and TV stations so that those who could not attend the meeting are also kept informed. In addition, the research team often prepares publications that feature the study results and the design alternatives.

The problem analysis phase is explained more extensively in the next chapter.

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Phase 5: Follow-Up and Action

The follow-up and action phase is the most important, and probably the most exciting, part of the project. Often, the success of the project hinges on the strength of the follow-up effort, which usually begins about six months after the initial presentation. The information amassed during the preceding project phases is now put to work. The community, collectively, or through the local government, private or civic organizations, or local business persons, begins to work from this information and starts to explore solutions to social, economic, or design problems.

The UW-Extension follow-up team, consisting of economists, architects, planners and other specialists, are on hand to refine data from the studies and to make recommendations for specific situations. For example, a local businessman may want to improve his advertising efforts. The follow-up team will sort through survey data to find information that applies to his business needs. With this information, the businessman can devise a more effective advertising strategy.

Follow-up actions are not limited to the business sector. The entire community has experienced the observe-and-judge phase and is ready to act. Local residents are aware of their community's most pressing problems and of the potential solutions to these problems. For instance, if the community feels health-care services are inadequate, it will adopt a strategy to upgrade these services and begin to locate sources of funding for the job. Local government, with the knowledge gained from the surveys, may decide to rearrange its budget priorities to conform with the desires of its constituents.

With the knowledge it has gained from the problem identification and problem analysis phases, the community and individuals can also set an agenda for action. This agenda will consists of immediate and long-term goals. Initial actions may concentrate on the community's most pressing problems and on changes that are relatively inexpensive to implement. Other, more costly changes will require more extensive planning and efforts to secure funding. The UW-Extension follow-up team often assists in identifying funding sources and advises groups on steps to take to secure financing. (See Chapter 4.)

The community development agent and the steering committee must make sure that actions considered and undertaken during this phase are always before the public eye. Again, informational meetings, newspaper articles, and radio and TV coverage are excellent vehicles for transmitting this information. In addition, the agent and other specialists must be available for individual, or "one-on-one," consultation. (Various techniques for transmitting information, consultation, and identifying funding sources are discussed in Chapter 4.)

Business People:
Do You Need Some Help?

We offer free business and economics assistance as well as architectural design, building and landscape assistance.

Ask other businesses we've helped, about this program: Bergey Jewelry, Cactus Cafe, Cedarberry Inn, Evergreen Savings and Loan.

Call or Mail This Coupon to:
DENNIS DOMACK, County Development and Resource Agent, Cooperative Extension Programs.
Dane County Office, Room 11457
574 Fairgrounds Drive
Madison, WI 53713 Ph. 266-4271

Name _____
Address EUGENE C KLAR 416 LABELLE
City MADISON WI 53716
Phone 222-1503

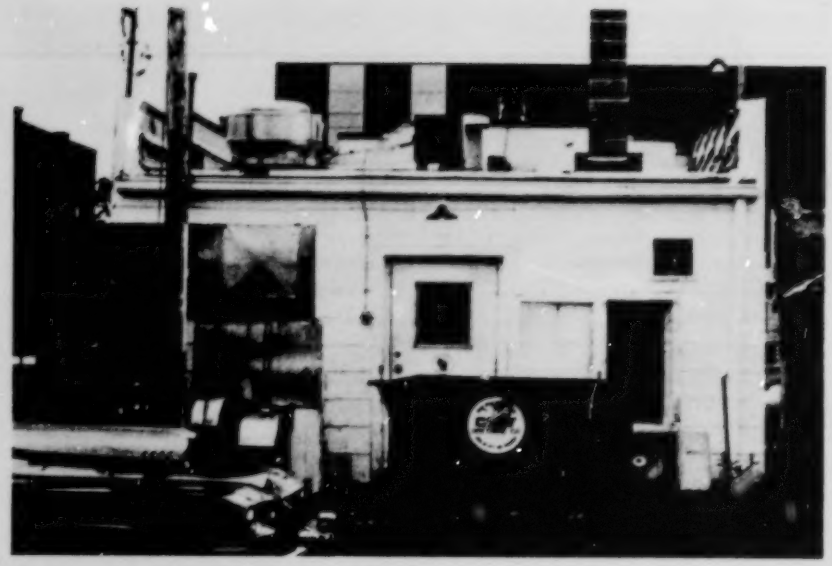
A newspaper advertisement can be an effective means of prompting businesses to take advantage of the design and planning assistance available from the UW-Extension follow-up team.

Phase 6: Evaluation

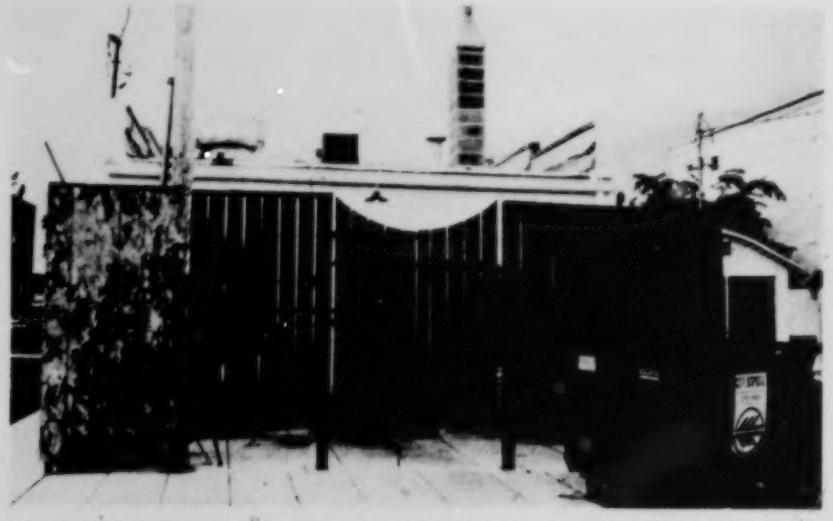
Although it appears last on the process diagram at the beginning of this chapter, evaluation is an ongoing part of community development. Evaluation should never be an afterthought, it should be consciously applied at the onset of the project. The primary responsibility for evaluation rests with the community development agent because of his or her frequent contact with community members. Although much of this task is done informally through personal communications, the agent must continually evaluate the project and assess the effect it has had on the community. He or she must be receptive enough to sense subtle discrepancies or shifts in public sentiment.

The community must stay on target and direct its resources and energy into the areas where change is most needed. But in many instances, the major focus of the project may change and the agent must determine whether this change is occurring because the community is getting sidetracked or because the real issues are coming to the forefront. Adaptability and flexibility, essential elements in the community development process, are possible only through evaluation.

At the end of the follow-up phase, a formal evaluation request is sent out to community members, asking for their observations, both positive and negative on the project. A sample is shown on page 9. The UW-Extension team conducts an internal evaluation in an effort to identify problem areas and successes. The findings from these evaluations are used to improve the community development process.



Before: *Rear entrances are often a neglected and unsightly part of the business exterior. This "eyesore" was identified in the visual analysis.*



After: *With design assistance from the UW-Extension follow-up team, the restaurant owner significantly improved the appearance of his business.*

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Community Development Project

department of landscape architecture
25 agriculture hall
madison, wisconsin 53706

university of wisconsin-madison
dane county extension
title V rural development act - 1972

As the summer draws to a close, we are beginning to evaluate this second stage of the Community Development Project in Oregon, Middleton and Waunakee. Our purpose has been to provide follow-up assistance to these communities, where initial efforts were begun last year to help the downtown areas. Our objectives have been threefold:

1. To help create a general awareness among citizen by careful actions in the future.

2. To assist the community by offering design alternatives for the physical improvement of the downtown.

3. To provide local businesses with one-on-one economic interpretation and design assistance.

We have enjoyed an enthusiastic verbal response from those assisted and are now asking that you put your feedback into a letter, so that we might document our activities for those providing funding and adjust our process to better serve communities in the future. We would appreciate both positive and negative observations and comments.

We look forward to working with you in the future, and again, thank you for your continued support... remember, a continued spirit of cooperation is essential to the future success of the downtown redevelopment efforts in your community.

Sincerely,

Dennis Domack

Dennis Domack
Community Development Agent
UW-Extension

Community Development Project

department of landscape architecture
25 agriculture hall
madison, wisconsin 53706

university of wisconsin-madison
dane county extension
title V rural development act - 1972

FOLLOW-UP TEAM EVALUATION

1. How would you rate the quality of assistance and direction you received from the Follow-Up Team's Director and Coordinator?

Director: Excellent Very Good Good Fair Poor

Coordinator: Excellent Very Good Good Fair Poor

Why?

2. Did you have difficulty working with the client on a project only up to, and not including, the implementation stage?

Yes No

If yes, why?

3. What do you perceive as being the major problem(s), if any of this Project?

4. What do you perceive as being the major strong point(s), if any, of this Project?

5. How would you improve this Project in the future?

6. What did you see as your role as a Team member?

7. What did you see as the goal(s) of the assistance you offered?

8. What was the amount of community involvement in the assistance you offered?

Quite a bit Some Very little None at all

Explain, if necessary:

9. What did you see as the overall goal(s) of the Project? (If you don't know, say so).

10. Please feel free to make any other comments you might have.

A Closer Look at Problem Identification and Analysis

Community Consensus Study (Public Opinion Survey)

The Community Consensus Study, developed by Drs. Donald Johnson, Larry Meiller, and Glen Broom* of UW-Madison, is essential to the overall success of the community development program. The clarity with which the community recognizes and assigns priorities to its problems affects the success in dealing with those problems. Without accurate methods for finding out what people really want, plans (and frequently actions) are often based on what people *think others want* rather than on actual needs. Such communication difficulties are often at the center of community problems.

The Community Consensus Study focuses on community public opinion. Problems are identified and ranked according to the importance assigned to them by each of three groups in the community: elected officials, non-elected community leaders, and citizens. The study compares the responses given by each group and focuses on areas of agreement and disagreement. The survey is an excellent tool to open the lines of communication among the different groups in the community. Resources can be focused on a few key issues determined by the study; the community can then begin to formulate decisions and actions.

Problems in a community are often not addressed simply because the community "spirit" is lacking. Citizens may recognize a problem but are reluctant to initiate a remedy because they fear they will not have community support and will have to assume the entire responsibility for solving the problem. A community consensus study can facilitate a community development program by revealing to the citizens that they share a common awareness of problems and issues in their community.

The study is composed of five steps. The first step is the preparation of a community development survey directed toward the issues of the particular community. An opportunity is provided for people in the community to include any questions or issues they think are pertinent. (A sample questionnaire is included in Appendix I).

The second step is to identify the people to be surveyed. They are usually divided into the following three groups: elected officials, non-elected community leaders, and citizens. All elected officials and many non-elected community leaders are interviewed; a proportionate cross section of the general public is also included.

The third step is the actual interviewing. In previous programs this has been successfully handled by UW students, aided by professional survey teams. However, UW-Extension has recently become interested in using mail questionnaires as an alternative method for obtaining this information from local residents.**

*Broom is now a member of the faculty at San Diego State University, San Diego, California.

**A detailed workbook on the consensus project will be published in 1981 by Meiller and Johnson.

The study is generally aimed at 17 categories (plus "Other") and allows interviewees to rank the importance of these categories. Interviewees are also asked how they feel other groups will rank these issues. The categories are:

1. Parking
2. Traffic
3. Streets and Roads
4. Public Transportation
5. Community Growth and Planning
6. Economic Growth
7. Shopping for Goods and Services
8. Condition and Appearance of Downtown
9. Crime and Law Enforcement
10. Public Utilities
11. Local Govt. Officials and City Services
12. Health Care
13. Education
14. Recreation and Leisure-Time Activities
15. Local Environment
16. Housing
17. Human Relations
18. Other

The fourth step is compiling and analyzing the information gathered. In order to obtain an objective analysis, the survey analysis is done outside the community. However, results are reported back through community meetings, local news media, and publications.

The fifth step occurs about 10 weeks after the survey results have been reported to the community. The community leaders, elected officials, and a sampling of citizens are again surveyed in order to observe any change that may have occurred as a result of reaction to the first survey. For example, in one community, the survey results centered on the lack of a medical program. After this need was identified, a committee suggested various options for solving the problem. In the second survey, the efforts of the committee were recognized by the community people who were surveyed.

Surveys provide the opportunity to involve the greatest number of community members. Surveys can be conducted by means of personal interviews or mailed questionnaires; however, participation by community members is at its greatest with the interview process. The questionnaire in Appendix I takes about an hour to complete. If mailed surveys are used, the mailing should be preceded by an extensive public information program so that those who receive the surveys know this is *their*

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chance to participate. People should know that they can contribute something of value to the project and, more important, should know that their opinions count.

The obvious importance of the surveys is that they provide the informational basis for deciding the necessary direction for change by bringing out the key issues which have been either ignored or somehow too overwhelming for the community to address. An offshoot of the surveys is that they confirm the importance of the role being played by the steering committee.

Appendix I contains a questionnaire which can be used as a model for community consensus surveys in other communities.

Visual Analysis

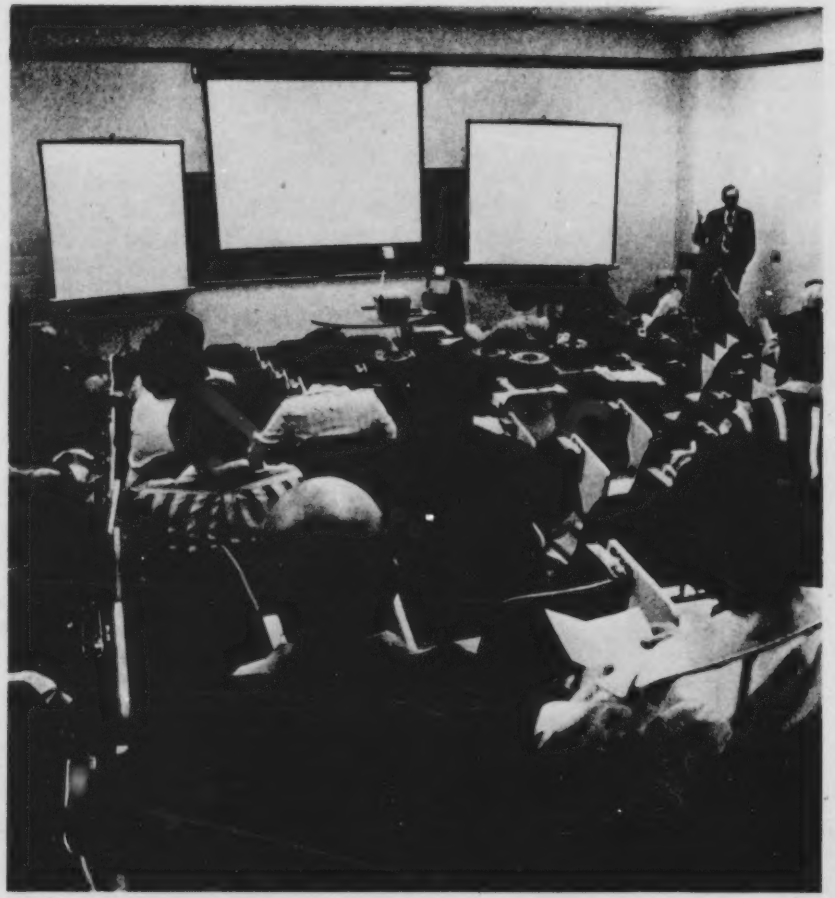
A deteriorating downtown area often goes unnoticed by local residents. It seems as though once a person becomes accustomed to the fact that something is in need of repair, it can then be easily ignored. A business person may not realize that continuing neglect can shape customers' attitudes. New, modern shopping centers make every effort to keep their facilities well maintained. However, in many small communities the buildings and surroundings of old businesses are no longer viewed critically by business people.

Using the visual analysis process, the community can see itself through the eyes of an outsider. Through an extensive photographic study, in which 600 or 800 slides are taken, the community can begin to identify areas where fix-up and repair work or a clean-up effort is needed.

The visual analysis concentrates on the business district but also considers other places important to community well being, such as parks, schools, and churches. In the business district the visual analysis camera takes the perspective of the customer. Run-down storefronts and interiors, carelessly prepared window displays, and lack of parking are just a few of the factors that influence customer attitudes about shopping.

When the photographic study is completed, a slide show is presented to the community. The slide show should be heavily publicized, emphasizing its importance to uniting community efforts.

In the past, a three-screen, three-projector show has been impressive and effective. Using this method, the good and bad qualities of a community can be shown on one screen, community development in other communities can be shown on the second screen, and suggestions for improvements shown on the third screen. Ideally, the slide presentation will motivate concerned citizens to initiate minor improvements.



A three-screen, three-projector slide show is an effective method for presenting the results of the visual analysis. It allows the community to see itself through the eyes of an impartial observer.

Trade Area Survey (Consumer Survey)

A trade area is the geographic area from which community businesses draw their customers. It includes the surrounding rural areas as well as the community itself. In the trade area survey, a consumer questionnaire is used to provide local business people with information about their potential customers. This information about consumer values and preferences can be incorporated into the community development project. To encourage strong citizen participation, the survey should be publicized widely. A high rate of citizen response in this phase of the project may create the momentum needed for active involvement when the evaluation results are available.

The initial responsibility for the survey rests with the steering committee. The committee maps out the local trade area; and then draws a random sample representative of trade area residents.

The local steering committee also assists UW-Extension professionals in tailoring the basic trade area survey to meet the special needs of the community. Appendix II shows the questionnaire used in the trade area survey of the Oregon community development project. In the questionnaire, interviewees are asked to supply the following information:

1. Where they shop (what towns and shopping centers).
2. What influence media advertising (newspapers, radio, television, direct mail fliers, etc.) has on their shopping decisions.
3. What are their main considerations (price, quality, brand name, etc.) when they purchase a particular product.
4. Where they purchase specialized goods and services most often.
5. Whether existing store hours are compatible with their schedules.
6. What additional services and facilities they think the community needs.
7. How government officials can better serve the needs of downtown business people

Following the construction of the questionnaire, the committee recruits volunteers to prepare and mail the surveys to the randomly drawn sample of trade area residents. The volunteers also collect the questionnaires and translate response into numbers for computer analysis.

When the analysis is completed, the steering committee along with the community development agent report the results through community meetings and a series of newspaper articles and UW-Extension publications.

Survey of Business Owners/Managers and Building Owners

This survey is designed to determine what local business people think about the intended economic development of their community's downtown. This part of the program provides clear indicators of whether or not the business people will act on the results of other project surveys to improve their businesses; it also gives an overall view of how the business people view economic opportunities and problems in the community.

Chances are, if the business people are relatively satisfied with the economic situation in the community, the project will be of little help, since there would be no incentive to implement any improvement. On the other hand, if the business people indicate that they are dissatisfied with their community's development, the project can help facilitate change.

Through the survey, business people discover how their plans for business improvement complement the plans of other businesses. It is important that businesses work together to promote development (especially in the area of remodeling) to avoid haphazard changes. The survey also highlights problems, such as traffic congestion and parking area shortages on which business people and local government officials can work together.

The survey questions are developed by the steering committee and the local business people, with the aid of UW-Extension professionals. In this way, the survey is targeted specifically to a particular community. The survey asks for personal opinions: Do you feel the downtown area is attractive? Do you think the downtown is adequate for the people's shopping needs? If you feel the downtown is in need of improvement, are you willing to put some effort into this? Do you think parking is adequate? Do you think the local government and the business community work together toward common goals?

The survey also asks such questions as: How do you think re-routing the traffic patterns will affect your business? What effect has the new shopping center had on your business?

After the interviewing has been completed and the responses have been analyzed at the University of Wisconsin, a meeting is called to report the results to the business people.

The survey in Appendix III is the Middleton business survey, developed specifically for Middleton business people.

Threshold Level Analysis (Business Potential Study)

The Threshold Level Analysis is basically a market survey used to determine whether a particular type of new business could be successful in a community. The amount of competition, purchasing power and number of potential customers in the area, and demand for a particular service or product are analyzed. Banks are especially interested in this kind of survey when they are considering an application for a business loan.

A threshold is the minimum number of people needed to support one business of a particular type. The study can determine what businesses might be added to a community to make it more complete and whether or not the community could support such businesses. Sometimes it is necessary to only expand existing businesses to make the shopping area more efficient. Also, the Threshold Level Analysis sometimes reveals that a particular type of existing business may be too large for a certain trade area.

The thresholds were derived from a study of 100 small Wisconsin communities. Statistical analyses of the numbers and types of businesses in each community were

used to determine the approximate number of people needed to support a particular type of business. Threshold levels are determined by demand, which is difficult to measure. Population is used in the Threshold Level Analysis because it is easier to measure and can serve as a fairly accurate indicator of demand. Threshold levels are not perfectly accurate and should be used in conjunction with other factors in determining the feasibility of a new business. The size of existing businesses, the level of competition, and the ability of the business person are other factors that must be taken into account.

Opening a business in an area where the threshold has already been reached has one of two results: The new business will either fail or cause an existing business to fail. By counting the numbers of each type of business and comparing this figure to the predicted numbers of each type of business the community can support, the Threshold Level Analysis can help prevent an ill-fated business venture from materializing.

Dr. J. Brady Foust, of the UW-Eau Claire Department of Geography devised the Market Area and Threshold Analysis. The key concepts and considerations of the analysis are explained in the following sections.

The Wisconsin Urban System

Market areas: Settlements provide goods and services to an area larger than themselves. This service role dominates the economic life of some settlements while others are more dependent upon manufacturing and similar activities not directly sold within the market area. Most urban places perform both roles. The size (area and population) of a place's market area is dependent upon: (1) the size of the settlement itself because larger places offer more goods and services and can attract customers over greater distances; and (2) the nearness of competing centers. Competing centers determine both the size and *shape* of a market area. A place's market area may extend only a short distance in the direction of competition, but a much greater distance in a direction lacking competing centers. It is especially important to know the shape of a market area so that advertising can be efficiently directed.

All settlements can be arranged into a step-like *hierarchy* based on population *and* the number and kinds of goods and services offered. Chicago, for example, is the highest-order place in the Midwest. The hierarchy of places in Wisconsin (below the Milwaukee level) is shown in Table 1 and Figure 1. Also listed are the goods and services typical of each hierarchical level. Lower-order centers can offer only lower goods and services, while higher-order centers offer both higher- and lower-order goods and services. The urban hierarchy has important implications for market areas. A higher-order center will have a relatively small market area for lower-order goods. The residents of Menomonie, for example, rarely come to Eau Claire for groceries. Lower-order centers are competitive for lower-order goods. Higher-order goods are not offered in smaller centers allowing larger market areas for these functions. This is also important for advertising. Grocery advertising from a higher-order place may have little or no impact on a smaller place, while advertising for higher-order functions may be very important.

Calculating the size and shape of market areas: There are several methods which have been used to determine the size of market areas. Perhaps the most effective is the retail gravitation model or "Reilly's Law." This model states that the draw of a settlement toward another settlement is a function of the distance between them and their respective populations: The formula is:

Number of miles from Town A to the outer limit of its trading area in the direction of Town B.

$$= \frac{\text{Miles to Town B}}{1 + \sqrt{\frac{\text{Population of B}}{\text{Population of A}}}}$$

The community of Oregon was identified as a "full-convenience" level center drawing on a rather small and restricted trade area. Located in the shadow of Madison, a city of 170,000 people, Oregon can not compete in the area of higher-order goods and services.

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TABLE 1. Threshold Populations, Hierarchical Marginal Goods, and Rank of Selected Central Functions for the Central Place Hierachy in Wisconsin

Hierarchical Level	Central Functions	Mean Population
	Taverns	
	Grocery Stores	
Hamlet	Service Stations	200
	Post Office	
	Bank	
	Elementary and Secondary School	
	Beauty Shop	
	Hardware Stores	
	Farm Supplies	
	Motor Vehicle Dealer	
	Lumber and Building Materials	
	Insurance Agent	
	Dentist	
	Farm Machinery and Equipment	
	Physician	
	Barber Shop	
	Auto Repair	
	Drug Store	
	Auto Parts and Supplies	
	Legal Services	
	Hotel or Motel	
	Bowling Alley	
	Public Golf Course	
	Furniture Store	
	Bakery	
	Women's Clothing Store	
	Laundry and Cleaning Service	
	Variety Store	
	Petroleum Bulk Station	
Minimum	Real Estate Agent	
Convenience	Liquor Store	800
	Funeral Home	
	Radio and Television Store	
	Accounting, Auditing, and Bookkeeping Services	
	Optometrists	
	Shoe Store	
	Movie Theater	
	Jewelry Store	
	Florists	
	Billiard Hall	
	Sheet Metal Works	
	Men's Clothing	
Full Convenience	Photographer	2,000
	Nursing Home	
	Sporting Goods and Bike Shops	
	Labor Unions	
	Fire and Casualty Insurance Brokers	
Partial Shopping	Civic, Social, and Fraternal Associations	
Centers	Engineering and Surveying Services	3,800
	Amusement and Recreational Services	
	Family Clothing Stores	
	Gift and Novelty Shop	
Complete Shopping	Auto and Home Supply Store	
Centers	Wholesale Beer Distributor	11,000
	Telephone Office	
	Dairy Wholesalers	
	Department Stores	
	Chiropractors	
	Business Associations	
	Janitorial Services	
	Used Car Dealers (used only)	
	Speciality Repair	
	Sports and Recreation Clubs	
	Fuel Oil Wholesalers	
	Boat Dealers	
	Day Care Centers	
	Floor Covering Stores	
	Used Merchandise Stores	
	Title Abstract Services	
	Mobile Home Dealers	
	Sewing, Needlework, and Piece Goods	
	Industrial Equipment and Machinery	
	Paint, Glass, and Wallpaper	
	Meat and Fish Markets	
	Livestock Marketing	
	Welding Repair	
	Hospitals	
	Radio Stations	
	Lumber, Plywood, and Millwork	
	Dairy Product Stores	
	Car Washes	
Wholesale-Retail	Stationery Stores	
Centers	Household Appliance Stores	62,000

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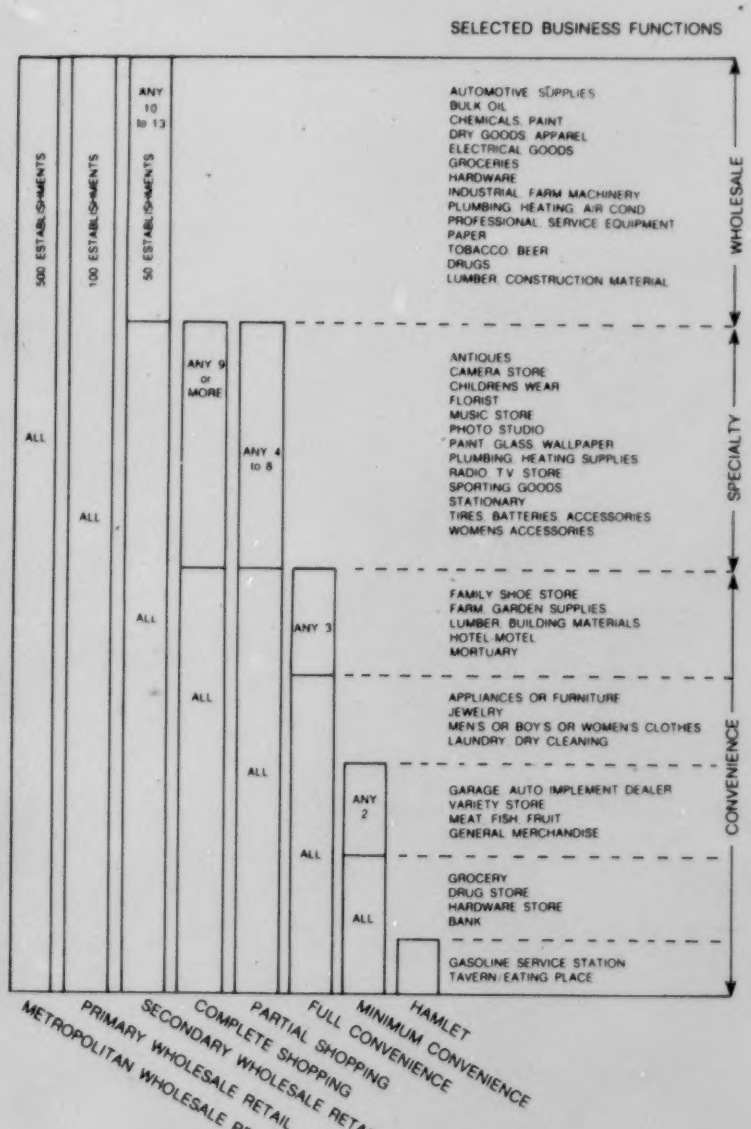
Figure 1.



Figures 2-4 show the market areas of centers in Wisconsin for three levels of the hierarchy. Notice that the market area is larger in both geographical size and population for a higher-order settlement for higher-order goods. The maps can be used to determine the physical size of a market area, its population, and its shape. The maps can also be used to determine the extent of advertising coverage for various types of goods and services shown in Figure 1.

Threshold analysis: The viability of any business is directly dependent upon the number of customers it can attract. For each type of business, there is a minimum number of people required to support that business. This minimum number is called a "threshold." The threshold of a gas station is quite low while the threshold for a specialized function such as an orthodonist is quite high. The threshold therefore determines the "order" (high or low) of a good. As a place grows, it can support more and more establishments of the same function and also higher-order functions.

Thresholds are not absolute, but vary with cultural, social, and economic factors. Table 2 shows the thresholds for a number of functions in Wisconsin. This sample is based only on cities under 10,000 in population which are relatively isolated and draw from comparable market areas. As such, the figures given in Table 2 must be used with great care. Suppose a town has a population larger than that given for two dry cleaning establishments, but the town has only one. This does not automatically mean that the town can support an additional dry cleaner. Many other factors have to be considered. A rural community, for example, may be able to support a farm machinery dealer while a comparably sized suburban town cannot. Taverns will not be found in dry townships. Another factor of considerable importance is the ratio between local and trade area sales.

This can be symbolized by:

$$T = TA + L$$

where, T = total retail and service sales

TA = retail and service sales to residents of the trade area not including the settlement.

L = retail and service sales to residents of the settlement.

To estimate the business done in the trade area, we can rewrite the equation:

$$TA = T - L$$

Towns of similar sizes vary widely in their gross sales of goods and services. Some of this can be explained by differences in income and other socio-economic and demographic factors. The *major* reason, however, is the difference in total population served, *i.e.*, the size of the tributary market area. There are some incorporated suburbs which sell almost no goods and services to the surrounding area. Almost all goods and services will be sold locally. People living in the surrounding area purchase goods and services in their own settlement or the nearby central city. Suppose a suburban community has a population of 5,000 and sells 80 percent of its total trade locally. The total population served (T) is therefore 5,625. Another isolated settlement with the same population may typically sell only 20 percent of its output locally and have much higher total sales of goods and services. The total population served (T) by the second settlement would be approximately 25,000 people. Obvious-

Table 2. Populations Required to Support Additional Establishments of Selected Functions in Wisconsin

FUNCTION	NUMBER OF ESTABLISHMENTS			
	1	2	3	4
Taverns	77	244	478	711
Food Stores	92	1,104	4,697	29,119
Fuel Oil Dealers	164	685	1,577	2,850
Filling Stations	186	459	799	1,135
Feed Stores	247	4,895	28,106	97,124
Beauticians	268	851	1,673	2,702
Insurance Agencies	293	666	1,077	1,514
Farm Implements	309	3,426	14,004	38,025
Restaurants	316	754	1,253	1,797
Hardware Stores	372	1,925	5,032	9,949
Auto Repair Shops	375	1,148	2,209	3,517
Motels	384	2,072	5,557	11,189
Real Estate Agencies	416	1,226	2,301	3,597
Auto Dealers	420	1,307	2,937	4,063
Plumbers	468	2,717	7,604	15,780
Physicians	493	1,352	2,436	3,702
Lawyers	497	1,169	1,927	2,748
Radio-TV Sales	521	1,815	3,765	6,316
Drive-in Eating Places	537	4,851	17,572	43,799
Dentists	563	1,744	3,379	5,402
Supermarkets	587	2,968	7,610	14,881
Appliance Stores	607	3,709	10,691	22,659
Liquor Stores	613	4,738	15,669	36,509
Barber Shops	632	5,297	18,372	44,404
Furniture Stores	637	4,833	15,819	36,686
Drugstores	638	4,285	13,053	28,771
Auto Parts Dealers	642	5,496	19,284	46,991
Laundromats	649	5,665	20,114	49,264
Women's Clothing Stores	678	5,471	18,544	44,133
Department Stores	691	5,408	18,012	42,295
Dry Cleaners	692	4,131	11,746	24,655
Shoe Stores	712	7,650	30,670	82,146

Figure 2. Trade Areas, Wholesale Retail Centers

Numbers indicate estimated trade area population.

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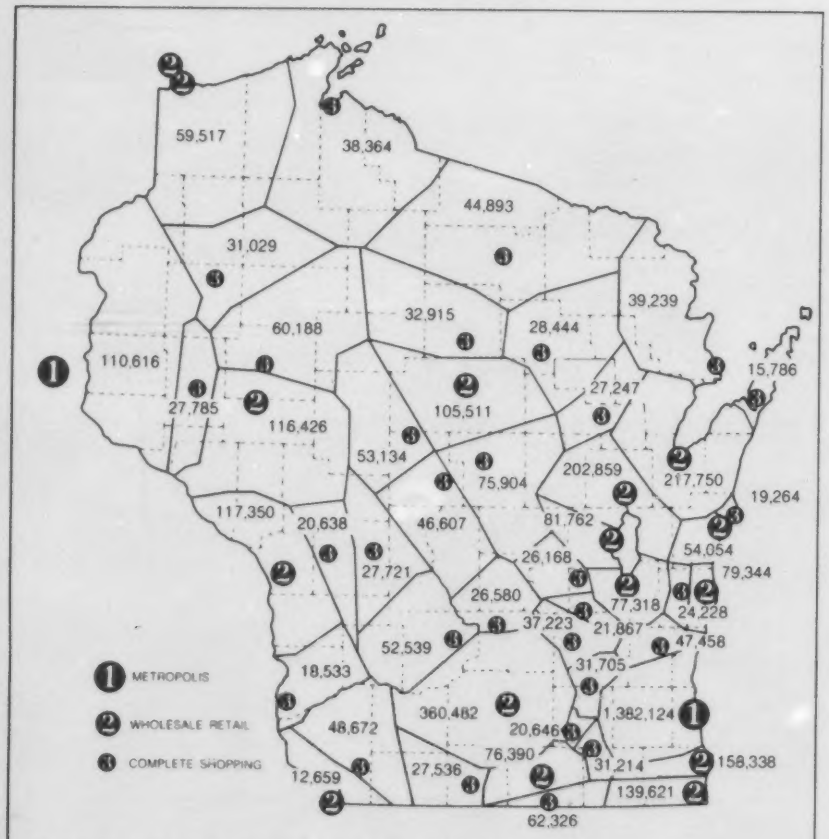
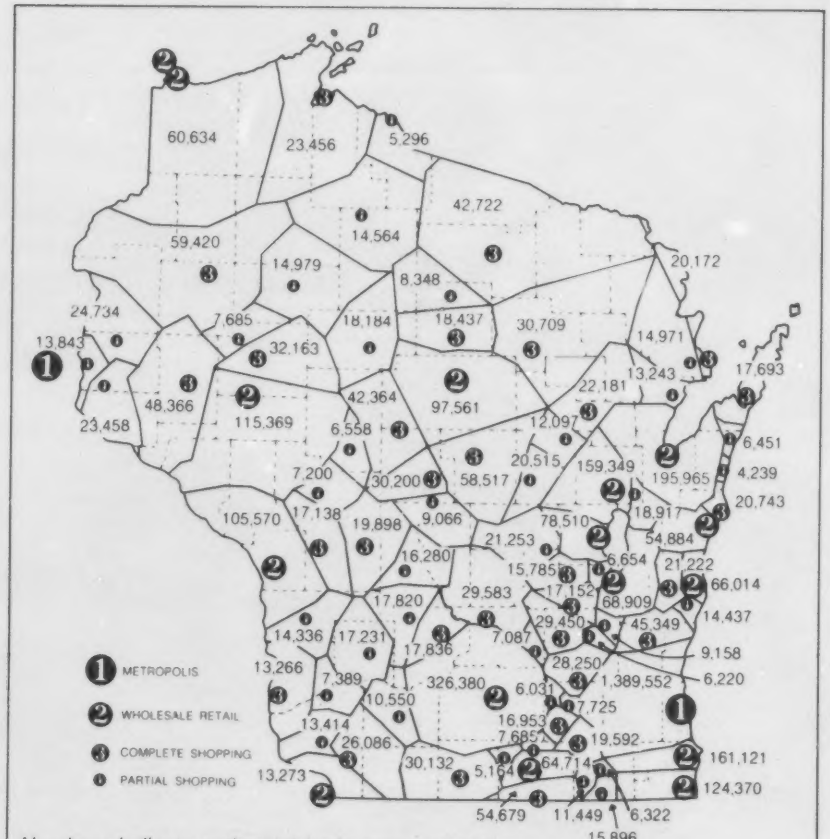
Figure 3. Trade Areas, Complete Shopping Centers



Numbers indicate estimated trade area population.

Figure 4. Trade Areas, Partial Shopping Centers



Numbers indicate estimated trade area population.

ly, the second settlement can support a wider range of goods and services than the first because its tributary population meets the thresholds of higher-order goods.

The population of *settlements,* however, has been widely used to estimate thresholds for business types rather than the total market area population. This has been done for two reasons: (1) the population of market areas was difficult to estimate; and (2) it is assumed that the population of a settlement is a constant proportion of the total population served. This second assumption, however, is valid *only* for smaller isolated settlements. Threshold estimates cannot be used, therefore, for suburban settlements.

The percentage of a settlement's total trade which is done with local residents can be determined with a recently developed calculation. The following equation is used:

$$\frac{aMF}{R + S}$$

where, M = median family income in the settlement
F = the number of families in the settlement
a = the proportion of gross family income spent on consumption (Wisconsin = 60%)
R = total retail sales in the settlement
S = total sales of selected services in the settlement

The formula results in the percentage of total trade that is done locally. The local business for several Wisconsin cities is shown in Table 3.

Notice that isolated "central places" have a small local percentage indicating that most of their business is done with the market area. Suburban communities have a much higher local percentage.

Table 3. Percentage of Local Trade for 10 Wisconsin Communities

PLACE	LEVEL	ISOLATED OR SUBURB	PERCENT LOCAL
Middleton	Partial Shopping	Suburb	53%
Oregon	Full Convenience	Suburb	55%
Eau Claire	Wholesale-Retail	Isolated	21%
La Crosse	Wholesale-Retail	Isolated	18%
Marshfield	Complete Shopping	Isolated	21%
River Falls	Partial Shopping	Special Case	42%
Rice Lake	Complete Shopping	Isolated	16%
Black River Falls	Partial Shopping	Isolated	17%
Monona	Complete Shopping	Suburb	41%
Rhinelander	Complete Shopping	Isolated	15%

Another factor which must be considered relates back to the idea of an urban hierarchy. Theoretically, people should go to the *closest* place offering the good or service desired. If a good or service is not present locally, they go to the closest *higher-order* place which offers the desired good or service.

This simple concept is disrupted in reality by a distinction between different kinds of goods and services. Goods and services can be divided into *convenience* and *shopping* classes. Convenience goods are low in price, purchased frequently, and show little variation in price, quality, and style. These are day-to-day necessities. Groceries, dry cleaners, and barbers fall in this category. People generally go to the closest possible place for convenience goods. Shopping goods, on the other hand, vary widely in price, quality, and style and are purchased infrequently. These are goods for which we "comparison shop." Furniture and clothing fall into this category. Much research has shown that people go to nearer higher-order centers (when possible) for shopping goods. A suburban community, therefore, should have a smaller range of goods and services than comparably sized isolated settlements because: (1) of the shopping-good competition from the nearby higher-order place; and (2) the market area population (and therefore total trade) is less than that of isolated settlements.

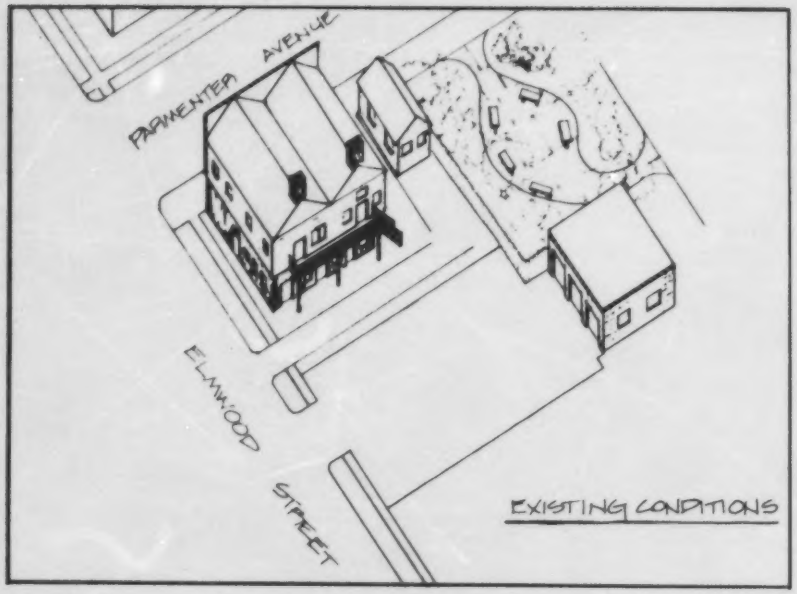
This is not to say, however, that a suburban settlement cannot support higher-order functions. This happens many times when the suburb is close enough to the dominant city to be considered part of the entire urban complex. Settlements at a greater distance must attempt to: (1) build a strong base of convenience activities because they cannot hope to compete with the dominant shopping-goods center; and (2) build a reputation for service which the larger center cannot hope to match. This service reputation, however, must be directed toward local residents.

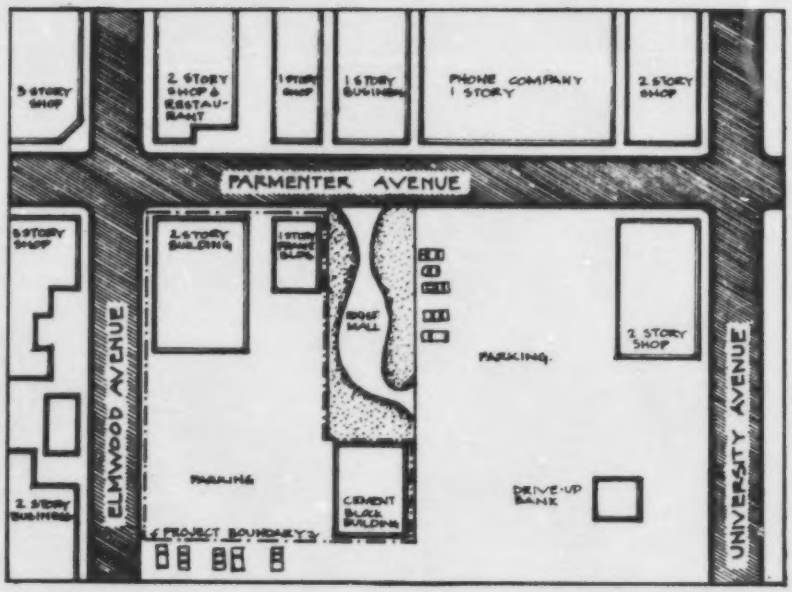
Business District Design Alternatives

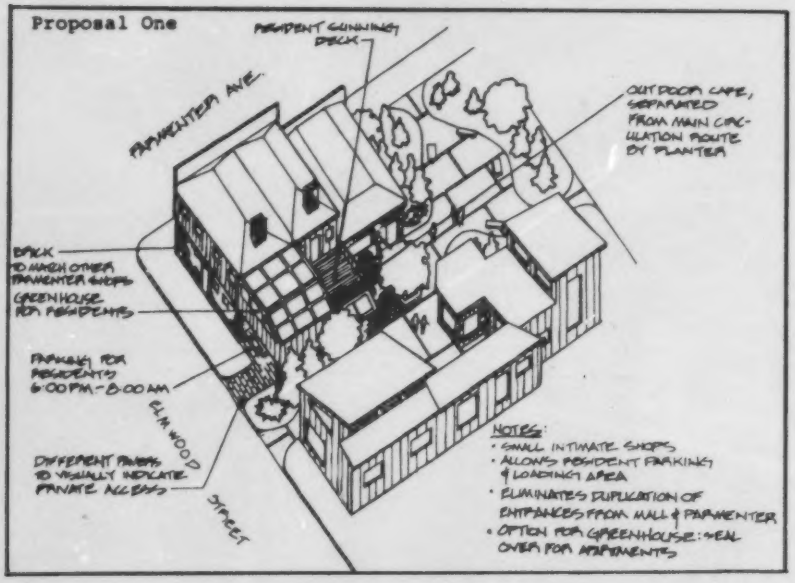
Community downtowns are composed of individual businesses which usually act independently. This is especially true in remodeling and improvement. Remodeling takes place at different times, when different architectural modes are in fashion, and consequently, a shopping area can end up looking very unattractive even though each business is individually acceptable. In order for remodeling to improve the overall appearance of the community, the businesses should first formulate a comprehensive, uniform plan that attempts to accommodate individual needs, suggestions, and ideas. Consumers, local officials, community organizations, and other businesses should be consulted. If remodeling and other improvements are done haphazardly the community may lose its sense of unity and identity.

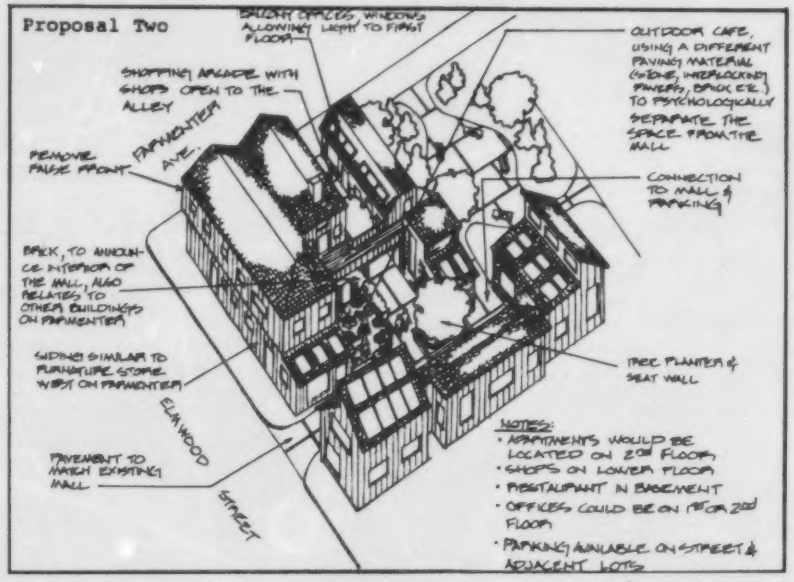
The Business District Design Alternative Study motivates a community to think in terms of comprehensive planning. The study uses data and information gathered from other parts of the community development project to develop a downtown design that is in keeping with the community's history, shopping patterns, and needs.

Supervised by faculty, graduate students chosen from various departments of the






Proposal One
RESIDENT SUNBATHING DECK
PARMENTER AVE.
OUTDOOR CAFE, SEPARATED FROM MAIN CIRCULATION ROUTE BY PLANTER
BACK TO MATCH OTHER PARMENTER SHOPS
GREENHOUSE FOR RESIDENTS
PARKING FOR RESIDENTS 6:00 PM - 8:00 AM
DIFFERENT PAVING TO VISUALLY INDICATE PRIVATE ACCESS
ELMWOOD
STREET
NOTES:
• SMALL INTIMATE SHOPS
• ALLOWS RESIDENT PARKING & LOADING AREA
• ELIMINATES DUPLICATION OF ENTRANCES FROM MALL & PARMENTER
• OPTION FOR GREENHOUSE: MEAL OVER FOR APARTMENTS


Proposal Two
BALCONY SPACES, WINDOWS & AWNINGS LIGHT TO FIRST FLOOR
OUTDOOR CAFE, USING A DIFFERENT PAVING MATERIAL (STONE, INTERLOCKING PAVERS, BRICK ETC.) TO PSYCHOLOGICALLY SEPARATE THE SPACE FROM THE MALL
SHOPPING ARCADE WITH SHOPS OPEN TO THE ALLEY
PARMENTER AVE.
REMOVE FALSE FRONT
CONNECTION TO MALL & PARKING
BACK, TO ANNOUNCE INTERIOR OF THE MALL, ALSO RELATES TO OTHER BUILDINGS ON PARMENTER
SIDING SIMILAR TO PLAINVILLE STORE WEST ON PARMENTER
TREE PLANTER & SEAT WALL
ELMWOOD
PAVEMENT TO MATCH EXISTING MALL
STREET
NOTES:
• APARTMENTS WOULD BE LOCATED ON 2ND FLOOR
• SHOPS ON LOWER FLOOR
• RESTAURANT IN BASEMENT
• OFFICES COULD BE ON 1ST OR 2ND FLOOR
• PARKING AVAILABLE ON STREET & ADJACENT LOTS

An example of design alternatives proposed for the Middleton business district.

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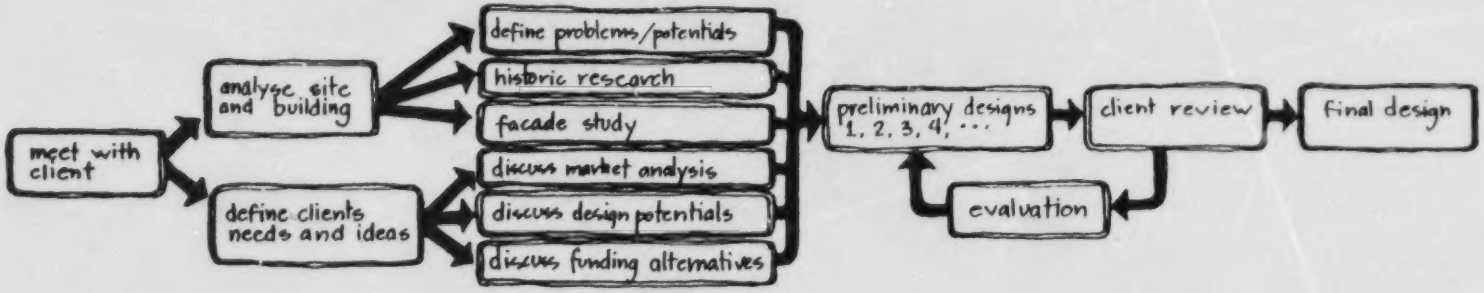
University of Wisconsin System formulate design plans from the available information. Teams of students live in the community during the summer. Graduate students majoring in architecture and landscape architecture produce detailed drawings, enabling business people to visualize the effect of the proposed changes. When this phase is complete, the results are presented at a community meeting.

The studies by faculty and students offer only suggestions to the business people. The main objective is to offer sound suggestions that will motivate the community members to think about and discuss design alternatives.

The study places emphasis on preserving the good features of the downtown and modifying the less desirable aspects, resulting in a better-functioning and more attractive downtown area. The students' suggestions often include such things as planting street trees and shrubs; a fresh coat of paint; a new, more readable sign; a more attractive window display; more compatible color schemes; improved rear entrances to businesses; or more, adequate parking facilities. Sometimes, removing an abandoned, deteriorating building from the center of town goes a long way toward improving the overall visual appeal of the downtown area.

It is unrealistic to think that all the plans proposed by the students will be accepted, or that miraculous changes will occur immediately. It is only hoped that the suggestions will make the citizens look at their community with a more critical eye and will give them ideas for changes.



To be effective, design assistance must be comprehensive. Graduate students working in the UW-Extension follow-up team analyze the needs of individual businesses within the context of the entire downtown area. The result should be a better-functioning and more attractive downtown area.

Techniques in Community Development

The techniques described in this chapter are the "threads" that hold the dynamic process of community development together. They are complementary and should be used during each phase of a project. Each technique contributes to the overall goal of keeping the project in the hands of the community. The formation of the steering committee, one technique already discussed, puts community members at the head of the project. The other techniques described here are also instrumental in keeping the lines of communication open and maintaining a high level of interest throughout the community.

Community Group Involvement

Existing community organizations are ideal vehicles for carrying out various phases of the projec' These organizations are easily accessible, and most are strongly committed to improving conditions in their local environment. Besides carrying out parts of the project, local clubs and groups, through their involvement, strengthen the community's identification with the project. Likely candidates include such organizations as the chamber of commerce, rotary club, village board, Jaycees, church groups, 4-H, boy scouts, girl scouts, and high school clubs.

In the community of Oregon, for example, a mural designed by a local artist was painted by a high school art class. The paint for the billboard-sized mural, which is sited in the downtown area, was purchased with county funds. This particular project not only demonstrated how several sectors of the community can work together, but it also changed many people's perceptions about the downtown area. In addition, it was immediate evidence of change and nurtured a desire to preserve and cultivate the local culture.

Public Meetings

Public meetings are also critical to the success of a community development project. At least three times during the course of the project the entire community should be invited to public meetings. Best scheduled at key points in the project, the first meeting is usually held as soon as the results of the community consensus study and visual analysis are available. This meeting gives community members an opportunity to see the survey results and the visual analysis, and to find out what other members of the community think about current issues and conditions. Another meeting is scheduled when the results of the economic surveys are completed, and a third meeting is held when design alternatives are ready for presentation to the business people. A fourth meeting may be scheduled to discuss folow-up work.

These meetings should be extensively advertised so that they will be well attended. Posters inviting everyone to attend are placed in local businesses, churches, community centers, and other prominent places. Television, radio, and newspapers can also be instrumental in getting the public to these meetings.

A desirable side effect of the public meetings is that some of the individuals who attend often form the nucleus for special committees that evolve to work on some of the key issues facing the community. It usually becomes clear at the public meetings which people are concerned about particular issues and whether they are willing to serve on committees. The special committees provide a chance for citizens to participate actively in the process of community development.

Oregon's Analysis Project Will Be Launched Feb. 10

Oregon revitalization to begin

2—Oregon Observer, Thursday, October 12, 1978

Oregon Shows Many Signs of Progress

Observations

By BUTLER

Articles in the local newspaper will keep the community abreast with the project and will stimulate its interest.

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Use of the Media

Involving the media ensures continual coverage of a community development project. The local newspaper is the place to begin. Articles published regularly in the local newspaper keep the public informed of project progress. The newspaper can promote public meetings regarding the project, provide information to community members unable to attend the meetings, and review aspects of the meetings for those who did attend.

The newsletters of sponsor groups and local civic groups are another form of publication that can help promote a community development project. Magazine articles are effective for publicizing information about community development. The community development project undertaken in Oregon received national recognition when it was published in *Small Towns Institute*.

It is desirable to have a statewide newspaper publish feature articles dealing with current community development projects. Other communities become aware of the work being done, which may stimulate people and organizations in these communities to undertake needed community development projects. Also, statewide recognition of the project instills pride in the community.

Television and radio coverage of the project will also have a positive effect on the community.

Interagency Participation

Another technique which has proven useful is the involvement of agencies such as the public utilities commission, senior citizens' organization, planning commission, and any other public or private agency that is in any way connected with or affected by any of the major concerns that have been identified by the community. Involving these agencies during the early stages of the project and keeping them informed of the project's progress may prevent conflict.

Besides newspaper articles, television coverage of public meetings and project developments helps to keep the project highly visible within the community and may promote similar action in other communities.

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Participation of Specialists and Professionals

Usually, professional involvement occurs during follow-up, at which time the results of the surveys are translated into specific recommendations. Several University of Wisconsin System departments become involved and function on an interdisciplinary level. This team of experts can draw on diverse background and coordinate information available from other sources. Through this technique, the community senses a real team effort at work.

One-on-One

Another effective technique in the community development process is termed *one-on-one* contact. It is essential for the agent, or whoever is directing the program, to initiate and continually maintain personal contact with certain key members of the community. Community members, especially leaders and public officials, should not, at any time, feel alienated from the project. Personal contact with individual members of the community is one of the most effective means of increasing the level of involvement within the community. It is their project, and they must know this from the very beginning. One-on-one is also a good way of keeping the community updated on the progress of the project and the results of the surveys. In this way, the otherwise impersonal surveys can have a personal, individual effect.

One-on-one is also important in the follow-up phase of the project. Generally speaking, the business people are unable to interpret and apply the information from the surveys. One-on-one assistance can provide specific recommendations regarding a particular business, traffic problem, or community park space. For example, the results of the trade area survey in Middleton made it possible for an economist to help a dentist determine the ages of potential customers and to gear his advertising accordingly.

University of Wisconsin students have also been used effectively during follow-up, by offering one-on-one design assistance to interested business people. Through their drawings, students help business people visualize the results of a proposed improvement. The drawings provide concrete ideas for those who wish to remodel or improve the appearance of their business places or who wish to expand their businesses.

Financing and Implementation

A community has three options for financing local improvements: (1) private financing, (2) public funding, and (3) a combination of public and private financing.

Private Financing

The most important role in securing funds for business-area revitalization and improvements is that of the local association or organization of businesspersons (such as the local chamber of commerce). Financial institutions are willing to invest money where the return is obvious. Occasionally, however, the decision of a local business group to revitalize a shopping area stimulates skeptical financial institutions to finance such projects.

In addition to securing funding for specific projects, the organization can raise funds for public relations activities and advertising that promote business-area improvements. These activities can help business people, community leaders and groups, local government officials, the media, and the general public understand and accept the general idea of improving business areas.

The business organization may also initiate the formation of a development corporation. Such a corporation could work in conjunction with existing developers, undertake development on its own, and assist in obtaining financing.

Public Financing

The federal and state governments provide a number of programs to assist communities in revitalizing their business areas. Some particularly appropriate programs are administered by the Economic Development and Small Business Administrations in the U.S. Department of Commerce. Several programs are discussed below:

Project Grants/Formula Grants. These are monetary grants made for a project or group of projects either on a matching or nonmatching basis. For some projects, the applicant is required to contribute a set proportion of the total project cost and in others no local money is required.

Direct Loans. Depending to a large degree on the type of improvement project proposed, direct loans can be made either to the private or public sector and to nonprofit or profit organizations for implementing eligible projects.

Guaranteed Or Insured Loans. These loans are attractive because the federal government backs the loan, thereby reducing the risk involved for the lending institution. The lending institution often charges lower interest rates as a result.

Technical Assistance Or Advisory Services. While this is not in monetary form, it is a potentially valuable information source provided free of charge.

Special Techniques

Utilizing more than one source of public funding reduces the community investments required and the amounts to be assessed against private property. Combining private dollars with public funding also makes it easier to obtain public assistance.

Many individuals, such as local government officials, property owners, and merchants are involved in securing funds throughout the entire development project.

Case Studies

The step-by-step process of community development has been applied to the communities of Oregon, Middleton, Waunakee, and Deerfield in Dane County. Community development projects in these communities will be presented as case studies, showing how the community development program can be applied successfully under different circumstances.

Each case study represents a cooperative process involving a community and its people. The clientele involved included owners and managers of businesses, local government officials, and other citizens.

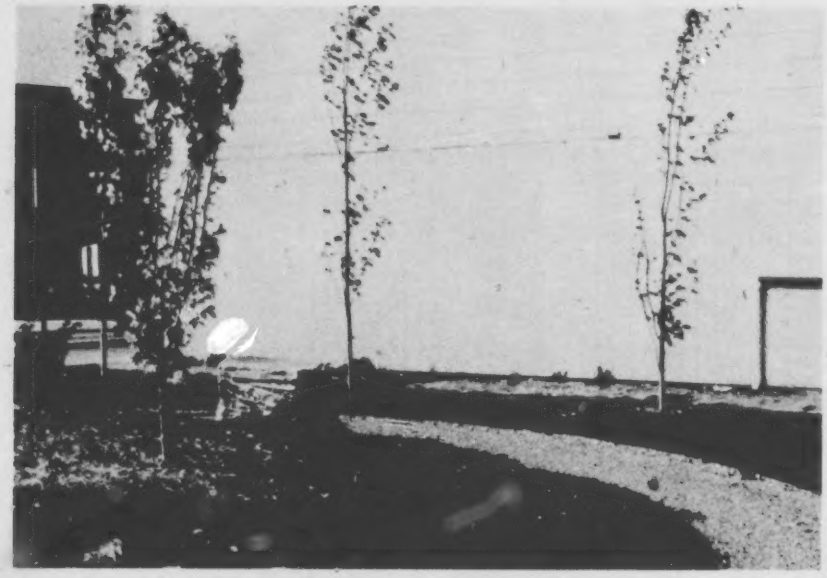
The studies combined the expertise of the University of Wisconsin resident faculty and its students, UW-Extension expertise in the community development process, and that of other agencies at the state, county, and local levels.

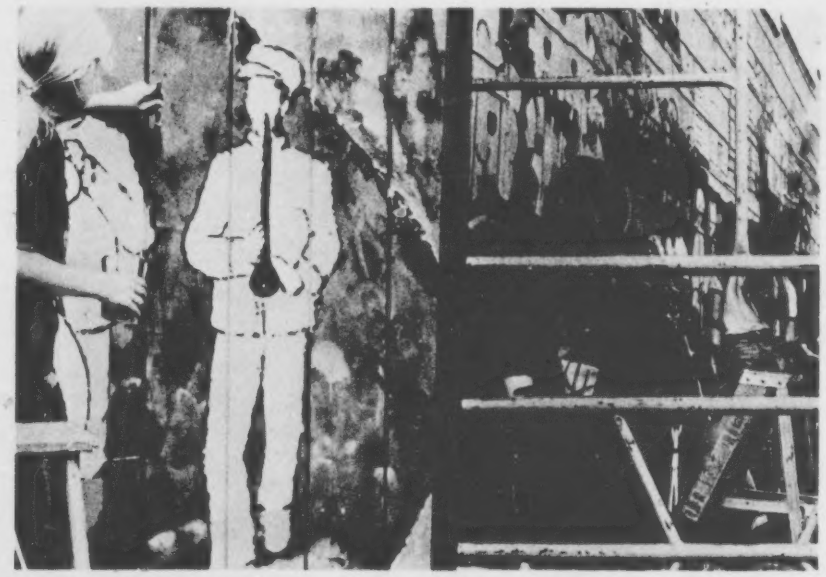
Oregon

In 1883, Oregon, with a population of 581 inhabitants, incorporated as a village. But it was not until the beginning of World War II that the population began to increase. In the 1950s and 1960s, the growth rate accelerated. Today, the composition and personality of the community continues to change as more newcomers are lured by the accessibility of churches and schools, the friendliness of the local people, and the small-town atmosphere of Oregon. With the growing population came an awareness that Oregon (pop. 2,600) is a very desirable place to live, and this awareness brought the community to understand the importance of downtown revitalization.

At a meeting in November, 1976, concerned citizens and UW-Extension professionals began formulating plans for enacting a community development project for Oregon. The project was officially launched by the Oregon Chamber of Commerce on February 10, 1977 at a well-attended luncheon meeting. More than 60 interested business people, community leaders, and other citizens met with the University of Wisconsin task force that would be working on various parts of the project.

The Oregon Chamber of Commerce endorsed the project, pledged to oversee the cost of $6,000, and appointed a steering committee. The village approved a $2,000 contribution, the Jaycees responded with $500, and other local civic groups and businesses contributed so that the $6,000 goal was quickly reached. The high level of enthusiasm at the first two meetings indicated that community development would likely succeed in Oregon.





Residents of Oregon banded together to make this rather ordinary corner park into a community show piece. The result is pictured on the next page.

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Oregon Visual Analysis and Community Consensus Study

On March 1, 1977, Eleanor Jones, a UW-Extension specialist, began the visual analysis of Oregon by photographing interiors of buildings, saving the exterior photographing until spring. On March 11, 1977, graduate students from the University of Wisconsin began the community consensus study by interviewing elected officials and community leaders. When the interviews of officials and leaders were completed, the students began interviewing 100 village residents. On March 21, several more students visited Oregon to meet with officials and merchants and gather information. During the summer these students formulated design ideas and plans for the community's businesses.

On June 15, 1977, Oregon residents met for the first presentation regarding their community development project. Hundreds of slides were shown and preliminary results from the community consensus surveys were presented. In the surveys, all three groups (citizens, elected officials, and community leaders) ranked traffic as the number one problem faced by the village. Specific hazardous intersections were mentioned by the citizens and community leaders. Heavy downtown traffic was also a concern for all three groups. Only 11 percent of the citizens failed to mention a traffic-related problem.

All three groups also ranked economic development, shopping concerns, growth and planning, and the appearance of downtown as problem areas. People from all three groups thought more variety was needed in Oregon's stores. When variety is not provided, people tend to leave the area to shop, and it appeared that potential local shoppers were going to Madison. Respondents in each group mentioned specific types of stores needed. Twenty citizens, four community leaders, and one elected official rated clothing stores at the top.

Elected officials and community leaders ranked economic development as a second major concern and citizens ranked it third. Closely related within this category were the need for more industry and for more local jobs. This finding reflected the complaint that Oregon was becoming too dependent on Madison and fast becoming a "bedroom" community.

The survey showed that parking, especialy in the downtown area, was a problem for the village. Community leaders ranked the parking problem fourth, elected officials placed parking seventh and citizens rated it eighth.

Most citizen comments centered around the need for more recreational facilities for children. A community swimming pool was mentioned most often. Other needed facilities included ice-skating and rollerskating rinks, basketball and softball facilities, tennis courts, bike paths, a bowling alley, and a community center.

As well as revealing the key issues, the community consensus study uncovered a high level of agreement among the groups interviewed. Thus, it was easier for the community to move toward resolution and action.

On September 1, 1977, the second round of interviews began and plans were set for an October 25 meeting to present the economic and architectural studies done over the summer, the final results of the community consensus surveys, the design alternatives for Oregon's downtown business district, and the results of the business owner/manager survey.

Oregon Trade Area Survey

The trade area survey collected data from 341 people. The survey revealed that most of these people did not fulfill their major shopping needs in Oregon but only shopped locally for convenience. Over half of those interviewed purchased hardware, plumbing and heating services, and electrical goods and services in Oregon for reasons of quality and price. On the other hand, consumers gave quality, price and availability as reasons for not buying clothing in Oregon.

Goods and services, such as drugs and prescriptions, liquor and beer, banking, and veterinary services were purchased in Oregon by over 50 percent of the interviewees because of convenience and price. However, less than 6 percent bought sporting goods, farm equipment, and household decorative items in Oregon.

From a consumer's point of view, Oregon's needs were made quite clear in the trade area survey. The need for a shopping center was cited by 35 percent of the interviewees. Shoppers indicated that if hard-to-find items were supplied, they would shop more in Oregon. The survey concluded that convenience was the best selling point for the business community, while availability and increased product selection could benefit the revitalization of the downtown area.

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Oregon Survey of Business Owners/Managers and Building Owners

The business survey collected data from 29 Oregon merchants. Most felt that their business came primarily from the Oregon area. Recognizing that many Oregon residents commute to Madison for work, 41 percent of the Oregon merchants surveyed thought their business decreased because of these commuters, yet 62 percent favored an increase of people living in Oregon and working in Madison. Many of the merchants were aware that their competition from nearby Madison adversely affected their businesses only because residents could not satisfy their major shopping needs in Oregon. While most merchants felt their businesses compared favorably with those out of the area, only 30 percent thought that *all* retail services were comparable.

Most Oregon businesses were closed during evening hours and more than 60 percent of the merchants indicated that they were not willing to change that policy. Although parking was cited as a problem for downtown businesses, more than half of the business people surveyed thought that the new village ordinance requiring a certain number of spaces for new or expanded buildings had a positive effect on their businesses.

Because many of the merchants interviewed did not feel that planned activities, parks, and recreational facilities would attract customers, they generally did not favor increasing these amenities. They were evenly split regarding planned sidewalk sales and whether or not a need existed for increased cultural or entertainment facilities.

About 55 percent of the merchants surveyed thought the local government had little effect on business, and about the same percentage thought the local news media helped local businesses. Less than 20 percent thought the new highway bypass would have a positive affect on downtown Oregon.

Oregon Threshold Level Analysis

Oregon is a "full-convenience" level center and should be able to support most of the goods and services typical of this and lower shopping levels. Most of the Oregon trade is "local" (55 percent indicating that it is not a true isolated central place). Some of the functions typical of the full-convenience level, therefore, may not be practical. This is especially true of higher-order shopping goods which are available in Madison since Oregon is close enough to Madison to be considered part of the total urban complex. People living in and near Oregon shop in Madison for many goods and services, while the residents of Madison do not consider Oregon a shopping alternative.

The village, therefore, should concentrate on "full-convenience" level convenience goods and on building a reputation for service. For most goods and services, Oregon can expect to draw only from a rather small and restricted trade area and advertising should be correspondingly focused. Advertising directed at the surrounding agricultural hinterland should stress accessibility and the "small town" character of the village.

Oregon's community development project resulted in a new look for the Cactus Cafe.

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Oregon Business District Design Alternatives and Follow-up

Extensive follow-up work was done in Oregon as a result of county funding. The county Extension agent put a landscape architect, a design architect, and an economist from the University of Wisconsin in touch with the townspeople so that they could make some practical application of the information provided by the studies.

Design assistance was structured to aid the business person in making decisions regarding functional and aesthetic problems and opportunities. Design focused on the existing streetscape and physical characteristics of the buildings and offered alternatives to some of the existing conditions. The major objective was to arrive at an acceptable solution within the financial means of the business person. Recommendations generally included facade restoration, better definition of interior spaces, new paint or signs, and the addition of trees and shrubs.

The University of Wisconsin consultants proposed a "1985" plan for Oregon in order to create a unifying "theme" for the downtown area. Incremental renovation was more financially feasible. It allowed for at least some of the decisions to evolve over time. The drawings, made it clear that trees and relatively minor storefront changes (the addition of awnings, a new entrance for the cafe, and a new outdoor, second-level space) would give the downtown area a cohesive and pleasing appearance.

Extensive design alternatives were produced for eight businesses in downtown Oregon, each focusing on a different problem. Unsatisfactory rear entrances, inadequate parking, storefront facelifts (including new paint and signs), unappealing window displays, the addition of a porch or more aesthetically pleasing front entrance, and the definition of outdoor spaces and walkways through the use of trees and shrubs, were some of the issues addressed.

Business people, assisted by economists, interpreted the business studies and set up guidelines for expansion.

Based partially on a recommendation made by the design team, the Oregon residents decided that the town's water tower should be painted and maintained, because of its historic quality as a landmark. This decision reinforced the citizens' belief that their town was unique and worth preserving.

By fall 1978, the visible results of the project were many and more were in progress. Additional downtown parking, new signs, new storefronts, new retail stores and services, and increased residential construction were some of the improvements. Street resurfacing improved driving in town, and a bypass relieved much of the traffic congestion. A new shopping plaza greatly improved shopping potential in the village, and a new industrial park, with land purchased for eventual expansion, was constructed.

Middleton

Surrounded by gently rolling, lush countryside, Middleton (pop. 12,000) residents can enjoy the best of two worlds. It is a relatively small community with all the amenities of its rural setting, yet conveniently located within easy commuting distance of Madison. As a natural consequence of this ideal situation, Middleton has had to confront many growth and planning issues during the last 10 or 15 years.

The area was originally settled around 1838, one year after Madison, so the community feels it has a history all its own and is not just part of Madison's urban sprawl. Townspeople have a sense of pride in their community and surroundings, and were anxious to undertake a community development program that could help them clearly identify and solve some of the problems they faced.

The community development project officially began on February 11, 1977. During a luncheon sponsored by the Middleton Chamber of Commerce, the townspeople met some of the community development staff members who would be conducting the study. The basic steps involved in the community development program were outlived, and on February 24, 1977, the *Middleton Times Tribune* published an article that dealt with questions raised about the project. In this way, those who had not attended the luncheon learned about the upcoming project.

On March 3, 1977, the Middleton Chamber of Commerce scheduled a meeting with the county Extension community development agent in order to ask more questions concerning the project. They voted to endorse the project if sufficient community support could be proven. To find the necessary support, a committee conducted a survey of business persons, civic organizations, and city government officials. This same committee later served as the steering committee for the project and coordinated community meetings, served as a channel for community input, and functioned as community liaison to the community development agent and the UW-Extension project team.

Initially the committee concentrated on raising $4,000 to underwrite the project. The city council approved financial assistance of $2,000 as matching funds if the chamber of commerce would pledge $2,000 in support. As a result, the city of Middleton and the Middleton Chamber of Commerce became co-sponsors of the project.

The *Middleton Times Tribune* published an article asking interested citizens for contributions and the matching funds were soon raised. Additional funding came through the Title V Higher Education Act of 1972 funds and Dane County UW-Extension.

Middleton Community Consensus Study

On March 11, 1977, University of Wisconsin students began the community consensus survey. First they interviewed non-elected community leaders, then elected officials, and finally they asked the same questions of about 100 city randomly selected residents. On March 21, 1977, faculty and graduate students from the UW-Milwaukee School of Architecture and Urban Planning, the UW-Extension Environmental Awareness Center, and the UW-Madison Departments of Landscape Architecture and of Agricultural Economics arrived in Middleton to become acquainted with the area and the city.

In the preliminary results of the community consensus survey both elected officials and citizens ranked community growth and planning as the most serious problem faced by the community. Community leaders rated the appearance and condition of the downtown area as the number one problem. This group listed growth and planning second. All three groups agreed that there were too many apartments in Middleton.

Thirty-one percent of the citizens and five of the 10 community leaders specifically mentioned the apartment problem, and others expressed related concerns. For example, 13 citizens, four community leaders, and one elected official identified apartment burglaries as a problem. Utility problems in inadequately constructed apartments and high rents were two other related issues reported.

The housing problem also revealed conflicts of opinion among those interviewed. While some said that too many apartments were a problem, there were also those who said that Middleton needed more multiple-dwelling units. Related housing problems included a need for more housing for the elderly and improved maintenance of low-income housing.

Economic development was ranked high as a problem area by all three groups. The most frequent complaints were the need for more jobs and more industry.

The three groups disagreed about downtown conditions. Community leaders ranked this as the number one problem, elected officials placed it fourth, and the citizens rated it, along with transportation, sixth. Although the three groups were unable to agree on the importance placed on the issue, they did agree that the downtown area needed rejuvenation.

Other concerns mentioned were the maintenance of parking lots, the need for more restaurants, heavy traffic, and hazardous intersections. Citizens rated the condition of streets and roads as their fifth most important concern. Community leaders rated this problem ninth and elected officials rated it eleventh.

Besides revealing what people thought were the important issues facing their community, the study also showed a lack of communication between the elected officials and the community. The survey asked how each group thinks the other groups will rank the issues. Middleton citizens were fairly accurate in predicting how the officials would rank the problems; however, the officials were not nearly as accurate in predicting what concerns were uppermost in the minds of the citizens. This awareness gap suggests that community improvements would be ineffective unless citizens had some input.

This train depot was once a little-used remnant of Middleton's past.

Today, the renovated depot serves as a senior citizens' center.

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Middleton Visual Analysis

On April 5, 1977, Eleanor Jones began taking slides of every area of the community. Interiors and exteriors, parking areas, parks, industrial sites, churches, and schools came under the scrutiny of her camera. Business people knew in advance when she would be in their area, so no one was taken by surprise.

A May 19, 1977, article in the *Middleton Times Tribune* featured Eleanor Jones photographing the community, and stated that most of the project's community consensus surveys had been completed. The article indicated that the three-screen slide show was scheduled for a community meeting on June 29, 1977, and all citizens were invited.

Middleton Trade Area Survey

A random sample of 324 Middleton residents were asked to complete the trade area questionnaire. Seventy-six percent of those interviewed said they shop in Middleton for convenience. Sixty-two percent claimed that the availability of enclosed shops is the reason for shopping in nearby Madison. Most of those questioned said they do not make even as many as half of their purchases in Middleton.

The study concluded that local purchases were low-rated because of three factors (in order of importance): (1) lack of selection, (2) high prices, and (3) parking and traffic difficulties. The study pointed out that clothing and shoes were the hardest-to-find items, and 63 percent of the respondents said they would do more shopping in Middleton if these items were available. For the most part the study showed that the business hours were satisfactory. The attitude of sales people was rated "good to excellent" by 81 percent of the respondents, but 71 percent rated product knowledge as only "good to fair."

Middleton Survey of Business Owners/Managers and Building Owners

Eighty-nine percent of the 53 business people interviewed were either owners or managers. The majority said their clientele was composed of Middleton residents, but agreed that it is impossible to expect these people to do all their shopping in Middleton. Most of the business people said their primary competition comes from shopping areas outside Middleton.

Of the business people surveyed, 42 percent thought advertising was a problem. However, when using advertising they relied on local media. Sixty-two percent said local civic organizations used their business area to its fullest and the same percentage also said the local news media doesn't have much effect on their businesses.

A very high percentage of those interviewed (81 percent) said that parking was not a problem for either customers or employees. However, 28 percent thought it would be beneficial to improve municipal parking lots located near their businesses.

A large majority of the citizens indicated that Middleton's business identification signs were inadequate. The business people agreed that they would like to see a more liberal sign ordinance.

When asked how local government affected their business, 70 percent said it did not affect business much, but 25 percent said it hindered their business. Seventy-one percent of the respondents said they never or rarely made use of chamber of commerce services. The effectiveness of the chamber of commerce in promoting business was rated by 43 percent as "average," by 42 percent as "not very effective," and by 13 percent as "very effective." When asked how the local chamber could be more effective, "more involvement" (32 percent) and "more programs" (11 percent) ranked the highest, but 29 percent had no suggestions.

The majority of Middleton business people surveyed intended to stay in the same location and improve and expand their existing business. However, 23 percent stated that parking, shopping habits, or heavy traffic could attract them to a new shopping center.

Middleton Threshold Level Analysis

Middleton is considered a "partial-level" shopping area, primarily because of its location within a large urban complex. Located directly adjacent to Madison, it cannot compete with the large shopping malls and chain businesses found in Madison.

However, the proximity to a large city can offer opportunities for expanding existing businesses or opening new ones. Concentrating on specialty products, that is, goods and services not found in other areas, is one such way. A new Middleton business dealing in woodburning stoves is an example of a specialty shop. The fact that Middleton is so closely located to Madison makes it possible—and desirable—for Middleton businesses to draw on the population of the entire urban complex for their support.

However, as the study points out, Middleton businesses primarily draw their clientele from a small, restricted area. Therefore, as a separate entity, Middleton businesses cannot compete with the higher-order shopping (more selection, better prices) found in Madison. This inability to function independently from Madison is reinforced by a common feeling among Middleton residents that their city is really just a part of Madison. As a result, the study does not recommend extensive advertising beyond the local trade area, and advises that Middleton concentrate on being a partial-level shopping area, emphasizing convenience goods and high-quality services.

Middleton Business District Design Alternatives and Economic Assistance Follow-up

In June 1978, a team of design architects, landscape architects, and economists began implementing the results of the surveys by providing business people with design assistance in the improvement of their buildings and surroundings. This one-on-one assistance is characteristic of the follow-up phase of the community development program, and several Middleton business people made immediate use of this service. Within weeks, visible repairs and remodeling were under way.

Detailed design assistance was rendered for a year to a team of local developers who were concerned with preserving the historic character of the traditional down-

town. The property in question was strategically located and of great historical value to the community. The developers were sensitive to these issues and worked closely with the follow-up team so that any expansion or remodeling they undertook would not jeopardize existing businesses or elderly tenants currently housed in the building. The follow-up team understood that the work completed up to that time could not be overlooked as it had the potential for serving as a model for other possible renovations and could reverse the current trend to replace the old, more historical buildings with new structures.

Economic assistance was requested by several business people. A dentist used the results of the market analysis to determine the ages of potential customers, which enabled him to gear his advertising accordingly. Several realty companies made use of the information provided by the studies to determine population trends that have an impact on their business.

The problems associated with rapid growth were soon addressed by the local government. Although it is difficult to immediately amend these kinds of situations, zoning restrictions were changed in an attempt to ease the problems, so that recent developments received duplex rather than apartment ratings. In view of the survey findings, local government became aware of the seriousness of the growth and planning problems faced by the community and began exploring the possibilities of controlling growth through annexation and a limited-growth philosophy of governing.

In answer to the concern over the need for more jobs, the city actively continued developing its industrial park. More specifically, the city issued industrial revenue bonds to help expand local industry.

Needs of the elderly were taken into account. The old railroad depot was renovated into a senior citizens' center, and plans for more elderly housing and nursing facilities are under way. The funds for these projects were made available through HUD grants.

Overriding a previously limited budget, the city's street repair projects were stepped up in an attempt to correct the city's bad road conditions.

The community development project had some far-reaching effects on various segments of the community, including the local newspaper. In an effort to update its image, the *Middleton Times Tribune* initiated a number of changes. The follow-up team submitted several designs from which the newspaper selected a new logo. The typeface for front-page headlines was changed and the classified section was reorganized. The overall goal was to increase the number of subscribers, while making the weekly newspaper even more appealing to existing customers.

Waunakee

First settled in 1845, Waunakee is typical of Wisconsin's rural communities and possesses a unique history which the residents continually work to maintain. The amenities of a rural setting coupled with the cultural and educational opportunities available in Madison have helped make Waunakee (pop. 2,200) an attrative place for industrial development and have consequently aided its growth. Although Waunakee "grew up" as an agricultural trade center, today it boasts several medium-sized industries which provide employment for many residents.

The residents of Waunakee recognized the need to analyze their community and develop plans to modernize their downtown shopping area and provide new vitality for downtown businesses. On August 13, 1976, the county community development agent met with community leaders and business people at their monthly Rotarian meeting to discuss projects aimed at keeping the retail sector of the village vital and healthy.

It was explained that $3,000 would be needed to conduct the studies and, if the Waunakee Village Board would endorse the project, these funds could be raised by local organizations under Rotary Club sponsorship. The funds would be used for materials and for the salaries for graduate students who would live in Waunakee and work on the project during the summer months. All other costs were covered by funds from the Rural Development Act of 1972 and the Dane County Extension Office.

Residents of Waunakee possessed one of the key elements of a successful community development project—community pride.

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On February 10, 1977, a meeting was held at the village hall, officially beginning the community development project in Waunakee. Later in the month, the Waunakee Village Board met and unanimously passed a resolution endorsing the project and allocating $1,500 for the project. This meeting was attended by two steering committee members who reported that the Rotary Club would appropriate the additional $1,500 for the project.

On March 17, the Waunakee Rotary Club appointed the steering committee members who would oversee fund-raising and other project activities. Meanwhile, the Waunakee community development project was well on its way toward completing the community consensus survey and the visual analysis, the local trade area was being determined and trade area and business questionnaires were being prepared for distribution. On June 22, preliminary results of the community consensus study and the visual analysis were presented to the community.

Waunakee Community Consensus Study and Visual Analysis

The biggest concern revealed by the community consensus study was the need for improved, expanded health care. Citizens rated health care as the number-one problem in the community, while elected officials ranked it third, and community leaders ranked it third or fourth. The shopping situation was rated by citizens as the second biggest problem; it was ranked third and fourth by community leaders and third by the elected officials. Transportation was ranked third and fourth by citizens, sixth and seventh by community leaders, and eighth and ninth by elected officials. Community growth was ranked third and fourth by citizens, second by community leaders, and tenth and eleventh by the elected officials.

Waunakee citizens were accurate in their assessment of how other citizens and the community leaders would rank the problems. However, they were not nearly as accurate in guessing the major concerns of the elected officials. Community leaders were also good at determining how the other two groups would rank the problems. Just as the citizens had difficulty assessing elected officials concerns, so the elected officials failed to name the citizens' concerns accurately. Finding this discrepancy between the elected officials and the citizenry reinforces the need for a community consensus study before undertaking any plan of action. The potential for right action increases when working with a full data base.

On September 8, 1977, shopping surveys were sent out to over 1,200 Waunakee residents. The *Waunakee Tribune* published an article urging those who had received the surveys to complete and return them. Meanwhile, October 24 was scheduled as the date for presentation of more tabulated survey results.

On March 2, the interior visual analysis of the community was begun by Eleanor Jones. The exterior photography was completed when weather permitted in the spring.

Waunakee Trade Area Survey

The Waunakee trade area survey revealed that, for the most part, convenience is the major factor influencing shoppers. And because Waunakee does not fulfill many shopping needs, a majority of those interviewed do less than 10 percent of their shopping in Waunakee.

The *Wisconsin State Journal* (not a local newspaper) was read most often by those interviewed, and 42 percent stated that once they had decided to buy an item, advertising in the daily newspaper was the biggest influence on where to buy. But perhaps more important, word-of-mouth advertising heavily influenced purchase decision.

The survey identified where certain categories of items were usually bought. For example, clothing, appliances, jewelry and gifts, sporting goods, landscaping materials, and automotive purchases were generally bought outside the village of Waunakee. However, those interviewed claimed that they relied most on local businesses for such things as home furnishings, building materials, health-care items, liquor and beer, insurance, barber and beauty services, auto repairs, farming needs, eating out, banking, gasoline, and food. With the exception of medical, legal, and optometric services, most respondents claimed that they can fulfill their needs for professional services in Waunakee.

When those interviewed were asked what they liked most about shopping in Waunakee, 70 percent replied "convenience." When asked what they did not like about shopping in Waunakee, the most frequent responses were lack of selection and high prices. The most hard-to-find items in the area were clothing and shoes. However, 43 percent of the respondents indicated they would shop a lot more in Waunakee if these items were available.

The survey asked people how they thought Waunakee could best improve the downtown business district. The most frequently mentioned item was improved parking followed by modernization.

Waunakee Survey of Business Owners/Managers and Building Owners

A random sample of Waunakee business people were interviewed and 76 percent indicated a need to improve the appearance of the downtown business district. Sidewalks, buildings, and landscaping were specifically cited as areas that needed improvement. A need for more planned activities, such as sidewalk sales, fairs, and parades in the downtown area, was seen by the majority of the respondents. In addition, 68 percent thought that Waunakee needed more entertainment and cultural facilities.

A majority of those interviewed indicated that they would like to see a new discount or department store in Waunakee. Questions about the new shopping center revealed that most business people felt it would have a positive effect on their businesses. However, 88 percent said they would not relocate their present businesses in the new shopping center.

Waunakee Business District Design Alternatives and Follow-up

On January 31, 1978, the *Waunakee Tribune* reported to the residents of Waunakee that Dane County UW-Extension Office had received funding to do follow-up work on the studies conducted during 1977. UW-Extension made available design architects, landscape architects, and economists to interested businesses and community groups. This assistance was provided on a one-to-one basis and proposals were offered for changes that would benefit the community.

One of the issues addressed by the design team involved finding new uses for the empty downtown buildings. For example, an empty grocery store was renovated for use by three small retail businesses.

During the project, the exteriors of many businesses in Waunakee got face-lifts.

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The design team worked with the downtown merchants to help formulate plans for revitalizing the downtown shopping area. However, it was evident to the team that some type of unity had to evolve between the downtown merchants and the businesses in the shopping center. Talk of forming a chamber of commerce had long been a subject in Waunakee, but the impetus for action was never strong enough until the design team began formulating plans. Members of the design team arranged for a representative from state headquarters to come to Waunakee to explain the procedure for forming a local chamber of commerce chapter. Once the initial step had been taken, it was not long before the organization was formed and the first president named.

Possibly one of the most important issues the design team addressed concerned future growth in Waunakee. The community split into at least two differing factions over the direction for future development and redevelopment. The Community Arts Council and supporters thought the town should maintain the original late Victorian characteristics of the downtown district and should continue this theme in any future renovation, especially by preserving those buildings that have architectural or historical significance. Another group in the community felt strongly about using an ethnic theme which emulates Bavarian architecture. The team strategy brought this issue out in the open to be addressed by the people in the community. This issue is not yet totally resolved, but it is apparent that some sort of consensus is needed before the community can begin making decisions about future directions.

As a result of the work done by the design team, Waunakee has been quite active in implementing change. Today, the Main Street area reflects many examples of community action. Like many Wisconsin towns, railroad tracks bisect the central business district. The area around the tracks and depot has become the focal point of the downtown area as a pedestrian center. The depot, purchased by a civic group, was renovated for use by the community. The area includes benches, trees and shrubs, improved lighting fixtures, and a kiosk to announce village events. Adjacent to the depot, the lumber company decorated the side of its building with a mural depicting farmers at work in a field.

Other businesses along Main Street cooperated with the project by making an effort to give their buildings a new look. In a few instances, major changes were undertaken, but the majority of improvements were simple—painting, new awnings and railings, decorative brick work, and the planting of shrubbery. When viewed as a whole, these improvements have already made the downtown district more pleasing.

The community consensus study revealed the need for a health clinic and a clinic has been built and is in operation. Waunakee residents think that the addition of the clinic has made their community more self-sufficient.

The new shopping center built at the edge of town has vastly improved the overall shopping potential of the community. With the new shopping center and the improvements in the downtown area, residents can now satisfy most of their shopping needs without leaving the village. Community development in Waunakee has begun to change the image of the downtown area and, consequently, has had a positive effect on changing the shopping habits of the people. Reawakening the residents to the beauty and vitality of their community is an essential element in preserving small towns.

A designer's rendering of the Waunakee Central Business District in the future.

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Deerfield

Located at the southern edge of Dane County, Deerfield is just now feeling the pressure of Madison's urban expansion. From 1970 to 1977, Deerfield's population increased 21 percent to about 1,300 residents. Although Deerfield has not yet experienced the overwhelming growth of other Dane County communities, it is looking at some of the problems and opportunities that arise as a result of population increase.

The Dane County Board of Supervisors, observing the program in Oregon, Middleton, and Waunakee voted to assist the 1978 projects by allocating $10,000 to this purpose. These funds would be used to cover the Deerfield projects' costs and to offer follow-up assistance in Oregon, Middleton, and Waunakee.

Deerfield Community Consensus Study and Visual Analysis

In early January 1978, 30 professional economists, as part of a UW-Extension workshop, met with concerned citizens, merchants, and community leaders to discuss Deerfield's future. Among other things, it became apparent that there was a definite lack of communication, coordination, and cooperation among the groups represented. As consumers, citizens did not think that the local government participated enough by encouraging businesses, keeping streets clean and, foremost, in formulating some kind of master plan for the downtown area. The meeting revealed that outside help was necessary to determine what action the village should take.

By February 9, the steering committee had been formed, the UW-Extension professionals had been called in, and the first stages of the community development project had been scheduled. The visual analysis was planned to begin a little later in February, while the community consensus study began immediately.

On March 22, 1978, the steering committee met to review the interviews before they were distributed. At a previous meeting it was decided that the steering committee would also assist the graduate students in administering the survey. A UW-Extension specialist provided information on interviewing techniques. The Deerfield steering committee showed by their participation that the survey could be successfully conducted by local residents.

Two University of Wisconsin architecture students, a landscape design student, and an economics student lived in Deerfield for the summer to assist the village in designing improvement for the downtown business district and to provide marketing advice to local merchants. Results of the community consensus study were presented to the community at a public meeting on July 12. The local newspaper, the *Deerfield Independent*, agreed to publish five articles dealing with the community consensus study so this information would be available to those unable to attend the meeting.

The community consensus survey revealed a high level of agreement among those interviewed. The groups did not know that they agreed and were therefore unable to predict accurately how the other groups would vote, but the fact remained that they all pinpointed the same issues as the key problems facing the community. Shopping, the appearance of downtown, and economic development were cited by all three groups as the most important issues confronting the community. However, the order of importance was ranked differed among the groups. Citizens and elected officials rated shopping for goods and services as the most important problem. Community leaders thought the condition and appearance of downtown was the primary issue and ranked the shopping problem in third place. Community leaders ranked economic development in second place, officials placed it in a tie for second place with the condition of downtown, and citizens rated it in third place. Other high-ranking issues cited by all three groups included recreation and leisure-time activities, medical and dental care, education, and streets.

Half of the citizens, four out of six officials, and five out of nine leaders interviewed said the community had a definite need for a drugstore. Citizens also mentioned a lack of restaurants and the need for a clothing store, a department store, a bakery, and a dime store. High prices and limited selection for food and clothing were major concerns, which indicated why a large number of people shopped outside Deerfield.

Dissatisfaction with the downtown district centered around the poor condition of storefronts, litter on downtown streets, unattractive vacant lots, and the conversion of several stores into apartments.

On October 9, 1978, a community meeting attended by about 75 interested residents was held to discuss the results of the visual analysis and the architectural design phase of the project. The slide show revealed the pride some merchants take in their buildings. However, other slides let the viewers see trash in the streets, de-

This grown-over space between two buildings in downtown Deerfield certainly didn't enhance the appearance of the business district . . . .

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teriorating sidewalks, and many storefronts, rear entrances, and lots in need of repair and maintenance.

The presentation included a discussion of possible improvements desirable that could be made in and around Deerfield. It was recommended that development projects focus on the current village and stay within the natural boundaries of the glacial terrain. A key point of this recommendation was the preservation of the prime agricultural land surrounding the village.

In the area of landscape design, recommendations to make Deerfield more attractive to the citizens included planting shrubbery, constructing green spaces between certain buildings, and renovating an existing bandstand.

..... An architect proposed this plan for the vacant space. A modified version of the plan was adopted and a park exists in that space today.

Deerfield Trade Area Survey

The consumer survey drew response from 317 Deerfield and Deerfield area residents. Of those surveyed, 86 percent shopped in Deerfield with convenience rated by 62 percent as their primary reason for doing so. Selection was rated as the primary reason for shopping in Madison, and the three items most often mentioned as difficult to find in Deerfield were drugs (55 percent), clothing (50 percent), and shoes (15 percent). Eighty-six percent of those interviewed said they would do more shopping in Deerfield if these items were available. The *Deerfield Independent* was read by 76 percent of those surveyed, which provides a positive thrust for advertising in the local media.

Recreation was considered the most needed community service in Deerfield by 48 percent of those interviewed, and an anti-vandalism program was mentioned by 27 percent. Among other services noted were park maintenance, street lighting, and youth facilities.

Approximately 90 percent of those surveyed said they did not think that parking was a problem. Thirty-seven percent of the respondents thought that the appearance of the downtown shopping district, marred by a number of empty buildings, was an important problem.

Deerfield Survey of Business Owners/Managers and Building Owners

The Deerfield business survey showed that both merchants and residents felt pretty much the same about the condition and appearance of downtown. Fifty percent thought the downtown area was average, while the other 50 percent said it was below average. The surveys also found that 40 percent of the merchants interviewed had some plans for renovating their buildings.

The survey disclosed that the merchants were aware that most residents cannot fulfill their major shopping needs in downtown Deerfield. Only 15 percent of the merchants surveyed, however, planned to expand their present businesses to accommodate local shoppers. The merchants and the residents both agreed that a drugstore is the most needed business in the downtown area, and that traffic and parking are not major concerns at this time.

The majority of business people favored planned activities such as fairs, parades, and sidewalk sales in the shopping area and thought additional emphasis should be placed on park maintenance, youth facilites, and street lighting.

Deerfield Threshold Level Analysis

According to the threshold level analysis, Deerfield had the potential for being a "full-convenience" level shopping center and should be able to support most of the goods and services typical of this and lower-level shopping needs. A drugstore was only one of several obvious services needed to become a full-convenience shopping area.

Because of its proximity to Madison, certain higher-order shopping goods and services should probably not be offered. Residents of Deerfield, in many instances, considered Madison a practical shopping area, whereas residents of Madison rarely shop in Deerfield.

The study concluded that the village should concentrate on becoming a full-convenience shopping area with particular emphasis on building a reputation for service. Local media received a good response and should be used as a means of advertising in Deerfield and the surrounding area, since the trade area is relatively small and restricted.

Deerfield Business District Design Alternatives and Follow-up

During the summer of 1978, a design team of three University of Wisconsin students spent 10 weeks living in Deerfield, thereby establishing a relationship with the community that helped them produce design alternatives that closely reflected community needs. Suggestions offered by the design team included (1) highlighting park monuments by surrounding them with planters and providing maintenance, and (2) landscaping an area behind the library and village hall to create an outdoor reading and lunch area. Plans for a pocket park on Main Street were undertaken through the use of private funds and community labor. Grant monies were requested to improve Fireman's Park from the Wisconsin Department of Natural Resources. The proposal included playfields, a picnic area with benches and outdoor cooking facilities, and screening the picnic area from a large parking area shared with the Main Street merchants. This parking area is located directly behind an entire block of businesses and offers an excellent opportunity for customer parking at rear door entrances. Design suggestions included creating rear entrances for many of these businesses and developing aesthetic and convenient walkways between businesses to provide direct access to Main Street.

The planning and growth studies strongly emphasized preserving the prime agricultural land surrounding Deerfield by following development guidelines that would confine growth to within the natural boundaries of the valley as marked by the several glacial landforms surrounding Deerfield. Protecting the wooded skyline from development that would reduce Deerfield's rural character was also urged.

Follow-up work continues in Deerfield. A publication covering the studies is being printed and the village remains in close contact with University of Wisconsin design team members. The community has favorably responded with a general cleanup of the downtown area and some of the merchants have painted and repaired their storefronts. Merchants in Deerfield have now formally organized into the Deerfield Businessmen's Association.

Neglect took its toll on this building in Deerfield.

The building's new owners, aided by the UW-Extension follow-up team, have transformed a community eyesore into a community asset.

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Appendix I

Community Development Survey

University of Wisconsin—Madison
University of Wisconsin—Extension

Card Number	01 (1-2)
City Number	(3)
Interview Number: ☐	(4-6)
Interviewer: _____ (Name)	(7-8)
Group (circle one)	
1. Citizen	
2. Elected Official	
3. Community Leader	___ (9)
Sex: 1. Male 2. Female	___ (10)
SURVEY NUMBER	___ (11)

1. Do you plan to move from this community during the next three months?
   ☐ 1. Yes ☐ 2. No
   *(If yes, do not complete interview.)
2. How long have you lived in this community? _____
   (Actual number of years—if less than one year, record "1") ___ ___ (14-15)
3. In what city are you now employed? _____
   (If retired, write in name of former community of employment) ___ ___ (16-17)
4. What is your occupation? _____
   (Specific job title) ___ ___ (18)
   (If retired: What was your occupation? _____ ___ (19)
5. What is your (husband's/wife's) occupation? _____
   (Specific job title) ___ (20)
   (If retired: What was his/her occupation? _____ ___ (21)
6. How many people live in your household? ..... _____
   (Number) ___ ___ (22-23)
7. How many children do you have living at home? _____
   (Number) ___ ___ (24-25)

(Interviewer: Read:)
BEGINNING ON THE NEXT PAGE, WE WOULD LIKE TO GET YOUR OPINIONS ABOUT A LIST OF GENERAL CONCERNS THAT HAVE BEEN IDENTIFIED IN SEVERAL WISCONSIN COMMUNITIES SIMILAR TO THIS ONE. THEY MIGHT NOT ALL APPLY TO THIS COMMUNITY, HOWEVER.

8. First, we will consider the condition of the *Streets and Roads*. What problems do you see in your community related to the condition of streets and roads? ☐ (Check here, if no problem and go to next question.) ___ (26)
   a. _____ ___ ___ (27-28)
   b. _____ ___ ___ (29-30)
   c. _____ ___ ___ (31-32)
   d. _____ ___ ___ (33-34)
   e. _____ ___ ___ (35-36)
   f. _____ ___ ___ (37-38)
9. *Parking* may be a problem. What concerns do you have related to parking in this community? ☐ (Check here if no problem and go to next question.) ___ (39)
   a. _____ ___ ___ (40-41)
   b. _____ ___ ___ (42-43)
   c. _____ ___ ___ (44-45)
   d. _____ ___ ___ (46-47)
   e. _____ ___ ___ (48-49)
   f. _____ ___ ___ (50-51)
10. *Traffic* can be another area of concern. What traffic problems do you see in this community? ☐ (Check here if no problem and go to next question.) ___ (52)
    a. _____ ___ ___ (53-54)
    b. _____ ___ ___ (55-56)
    c. _____ ___ ___ (57-58)
    d. _____ ___ ___ (59-60)
    e. _____ ___ ___ (61-62)
    f. _____ ___ ___ (63-64)
    g. _____ ___ ___ (65-66)
11. The next concern is *Public Transportation*—in town and between cities. What problems can you list here? ☐ (Check here if no problem and go to next question.) ___ (67)
    a. _____ ___ ___ (68-69)
    b. _____ ___ ___ (70-71)
    c. _____ ___ ___ (72-73)
    d. _____ ___ ___ (74-75)

02 (1-2)
Dup (3-10)
x (11)

12. Citizens in small towns and cities are often concerned about *Community Growth and Planning*—things like community type and size, land use and zoning. What problems do you see related to growth and planning? ☐ (Check here if no problem and go to next question.) ___ (12)
    a. _____ ___ (13-14)
    b. _____ ___ (15-16)
    c. _____ ___ (17-18)

13. Many Wisconsin citizens are concerned about community *Economic Development*—things like wages, job opportunities, and new industry. What concerns do you have about your community in economic development? ☐ (Check here if no problem and go to next question.) ___ (19)
    a. _____ ___ (20-21)
    b. _____ ___ (22-23)
    c. _____ ___ (24-25)
    d. _____ ___ (26-27)
    e. _____ ___ (28-29)
    f. _____

14. Shopping problems have been mentioned by citizens in similar communities. What problems do you see related to *Shopping for Goods and Services* in your community? ☐ (Check here if no problem and go to next question.) ___ (32)
    a. _____ ___ (33-34)
    b. _____ ___ (35-36)
    c. _____ ___ (37-38)
    d. _____ ___ (39-40)
    e. _____ ___ (41-42)
    f. _____ ___ (43-44)

15. What concerns would you list related to the *Condition and Appearance of Your Downtown Area?* ☐ (Check here if no problem and go to next question.) ___ (45)
    a. _____ ___ (46-47)
    b. _____ ___ (48-49)
    c. _____ ___ (50-51)
    d. _____ ___ (52-53)
    e. _____ ___ (54-55)
    f. _____ ___ (56-57)
    g. _____ ___ (58-59)

16. Another area of concern might be *Crime and Law Enforcement.* What problems do you see related to crime and law enforcement in your community? ☐ (Check here is no problem and go to next question.) ___ (60)
    a. _____ ___ (61-62)
    b. _____ ___ (63-64)
    c. _____ ___ (65-66)
    d. _____ ___ (67-68)
    e. _____ ___ (69-70)

03 (1-2)
Dup (3-10)
x (11)

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17. Some communities have problems with their *Public Utilities*—water, sewer, electricity, telephone and gas. What problems does your community have with its public utilities? ☐ (Check here if no problem and go to next question.) ___ (12)
    a. _____ ___ (13-14)
    b. _____ ___ (15-16)
    c. _____ ___ (17-18)
    d. _____ ___ (19-20)
    e. _____ ___ (21-22)
    f. _____ ___ (23-24)

18. Now let's turn to *Local Government Officials and Town or Village Services.* What problems would you list here? ☐ (Check here if no problem and go to next question.) ___ (25)
    a. _____ ___ (26-27)
    b. _____ ___ (28-29)
    c. _____ ___ (30-31)
    d. _____ ___ (32-33)

19. Our next topic relates to *Health Care*—doctors, dentists, clinics, eye doctors, mental health facilities and hospitals. What specific problems does your community have that could be called health care problems? ☐ (Check here if no problem and go to next question.) ___ (34)
    a. _____ ___ (35-36)
    b. _____ ___ (37-38)
    c. _____ ___ (39-40)
    d. _____ ___ (41-42)
    e. _____ ___ (43-44)
    f. _____ ___ (45-46)
    g. _____ ___ (47-48)

20. Another area of concern might be *Education*—primary and secondary schools, libraries and opportunities for vocational and adult education. What education problems do you see in your community? ☐ (Check here if no problem and go to next question.) ___ (49)
    a. _____ ___ (50-51)
    b. _____ ___ 52-53)
    c. _____ ___ (54-55)
    d. _____ ___ (56-57)
    e. _____ ___ (58-59)
    f. _____ ___ (60-61)

21. In some communities people are concerned about *Recreation and Leisure-time Activities.* What problems can you list here? ☐ (Check here if no problem and go to next question.) ___ (62)
    a. _____ ___ (63-64)
    b. _____ ___ (65-66)
    c. _____ ___ (67-68)
    d. _____ ___ (69-70)
    e. _____ ___ (71-72)
    f. _____ ___ (73-74)

04 (1-2)
Dup (3-10)
x (11)

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22. Many citizens also list *Local Environment* problems—such as air and water pollution, and ecology-related things. What concerns do you have in the your community related to the local environment? ☐ (Check here if no problem and go to next question.) ___ (12)

a. _____ ___ (13-14)

b. _____ ___ (15-16)

c. _____ ___ (17-18)

23. *Housing* is the next category of concern. What problems do you see in your community related to housing? ☐ (Check here if no problem and go to next question.) ___ (19)

a. _____ ___ (20-21)

b. _____ ___ (22-23)

c. _____ ___ (24-25)

d. _____ ___ (26-27)

e. _____ ___ (28-29)

f. _____ ___ (30-31)

24. What concerns do you have in the area of *Human Relations*? I'm thinking about things such as minority group relations, tourists, relations between village and township, or people who may have difficulty fitting into the community. Do you have any concerns about human relations in your community? ☐ (Check here if no problem and go to next question.) ___ (32)

a. _____ ___ (33-34)

b. _____ ___ (35-36)

c. _____ ___ (37-38)

25. It might be that we haven't listed some of the problems that you've seen in this community. If so, what *Other* problem would you list? ☐ (Check here if no problem and go to next question.) ___ (39)

a. _____ ___ (40-41)

b. _____ ___ (42-43)

c. _____ ___ (44-45)

26. Now, I will read each of the problem areas we have talked about so far. Looking at the scale on this sheet of paper (HAND RESPONDENT THE SCALE SHEET) you can tell me how serious each problem area is in your community. "One" is no problem and "7" is a very important or serious problem. Some may be rated between a "1" or a "7". First, how would you rate streets and roads?

READ SLOWLY:	No Problem at All 1	2	3	4	5	6	Very Important Problem 7	
01. Streets and Roads	1	2	3	4	5	6	7	___ (46)
02. Parking	1	2	3	4	5	6	7	___ (47)
03. Traffic	1	2	3	4	5	6	7	___ (48)
04. Public Transportation	1	2	3	4	5	6	7	___ (49)
05. Community Growth and Planning	1	2	3	4	5	6	7	___ (50)
06. Economic Development	1	2	3	4	5	6	7	___ (51)
07. Shopping for Goods and Services	1	2	3	4	5	6	7	___ (52)
08. Condition and Appearance of Downtown	1	2	3	4	5	6	7	___ (53)
09. Crime and Law Enforcement	1	2	3	4	5	6	7	___ (54)
10. Public Utilities	1	2	3	4	5	6	7	___ (55)
11. Local Government and Its Services	1	2	3	4	5	6	7	___ (56)
12. Health Care	1	2	3	4	5	6	7	___ (57)
13. Education	1	2	3	4	5	6	7	___ (58)
14. Recreation and Leisure-Time Activities	1	2	3	4	5	6	7	___ (59)
15. Local Environment and Pollution	1	2	3	4	5	6	7	___ (60)
16. Housing	1	2	3	4	5	6	7	___ (61)
17. Human Relations	1	2	3	4	5	6	7	___ (62)
18. Other	1	2	3	4	5	6	7	___ (63)

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27. Of the 18 areas (SHOW RESPONDENT THE LIST ON THE SCALE SHEET), which one do you think is the biggest problem area in your community at the present time? _____ (RECORD NUMBER FROM LIST). — — (64-65)

01. STREETS AND ROADS
02. PARKING
03. TRAFFIC
04. PUBLIC TRANSPORTATION
05. COMMUNITY GROWTH & PLANNING
06. ECONOMIC DEVELOPMENT
07. SHOPPING FOR GOODS & SERVICES
08. CONDITION & APPEARANCE OF DOWNTOWN
09. CRIME AND LAW ENFORCEMENT
10. PUBLIC UTILITIES
11. LOCAL GOV'T AND TOWN/ VILLAGE SERVICES
12. HEALTH CARE
13. EDUCATION
14. RECREATION-LEISURE-TIME ACTIVITIES
15. ENVIRONMENT/ POLLUTION
16. HOUSING
17. HUMAN RELATIONS
18. OTHER

28. Which do you think is the second biggest problem right now? _____ (NUMBER) — — (66-67)

29. Which is the third biggest problem in your community? _____ (NUMBER) — — (68-69)

30. How many people have you talked to about these problems in the last month or so? _____ (IF "NONE", WRITE "0"). (NUMBER) — — (70-71)

31. Where do you get most of your information about these problems? — — (72-73)

05 (1-2)
Dup (3-10)

32. a. Which area would the majority of citizens in this community say is the most important problem? _____ (Write in number from list above) — — (11-12)
b. Which would they pick as second most important? _____ — — (13-14)
c. Which would they pick as third most important? _____ — — (15-16)

33. a. Which area would the *majority of elected officials* say is the most important problem? _____ — — (17-18)
b. Which would they pick as the second most important? — — (19-20)
c. Which would they pick as the third most important? — — (21-22)

34. a. Finally, which area would the *majority of community leaders* (nonelected community influentials) say is the most important problem? _____ — — (23-24)
b. Which would they pick as second most important? _____ — — (25-26)
c. Which would they pick as third most important? _____ — — (27-28)

35. Which of these problems is most controversial in this community? In other words, which one creates the most arguments and debates? _____ — — (29-30)

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36. In general, how much influence or "say so" do you think the following groups have in your community? (ORIENT RESPONDENT TO INFLUENCE SCALE). First, how much influence do local citizens have in general? x (31)

	No Influence						A Great Deal of Influence	
Local Citizens	1	2	3	4	5	6	7	— (32)
Elected Officials	1	2	3	4	5	6	7	— (33)
Community Leaders	1	2	3	4	5	6	7	— (34)
Co. UW-Extension Office	1	2	3	4	5	6	7	— (35)
Weekly Newspaper	1	2	3	4	5	6	7	— (36)
Daily Newspaper	1	2	3	4	5	6	7	— (37)
Madison Capitol Times	1	2	3	4	5	6	7	— (38)
Wisconsin State Journal	1	2	3	4	5	6	7	— (39)

37. In every community we find some people who are well *informed* about community issues. We also find people who don't have much information. (ORIENT RESPONDENT TO FINAL SCALE - NOT, SOMEWHAT, AND VERY)

	Not Informed		Somewhat Informed				Very Informed	
a. How *informed* do *you* feel about community issues?	1	2	3	4	5	6	7	— (40)
b. How *informed* are *most other citizens?*	1	2	3	4	5	6	7	— (41)
c. How *informed* are the *elected officials* in town?	1	2	3	4	5	6	7	— (42)
d. How *informed* are the *community leaders?*	1	2	3	4	5	6	7	— (43)

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38. Some people are very *concerned* about the community and the important issues. Some are not concerned at all. (USE SAME SCALE AS Q.37)

	Not Concerned			Somewhat Concerned			Very Concerned	
a. How *concerned* are *you* about community issues?	1	2	3	4	5	6	7	___ (44)
b. How *concerned* are *most* other citizens?	1	2	3	4	5	6	7	___ (45)
c. How *concerned* are the *elected officals*	1	2	3	4	5	6	7	___ (46)
d. How *concerned* are the *community leaders?*	1	2	3	4	5	6	7	___ (47)

39. Some people become very *involved* in community activities and issues. Other feel they do not have the time to become involved. (USE SAME SCALE AS Q. 37)

	Not Involved			Somewhat Involved			Very Involved	
a. How *involved* are *you* in community activities and issues?	1	2	3	4	5	6	7	___ (48)
b. How *involved* are *most other citizens?*	1	2	3	4	5	6	7	___ (49)
c. How *involved* are the *elected officials*	1	2	3	4	5	6	7	___ (50)
d. How *involved* are the *community leaders?*	1	2	3	4	5	6	7	___ (51)

40. Do you subscribe to your weekly newspaper? Yes ___ No ___ ___ (52)

How often do you read the local weekly newspaper? Would you say never, seldom, sometimes, often, or very often?

Never	*seldom*	*sometimes*	*often*	*very often*	
1	2	3	4	5	___ (53)

41. How would you rate the local weekly newspaper on the job it does in keeping you informed about community issues? Would you say poor, fair, average, good, or excellent?

Poor	*Fair*	*Average*	*Good*	*Excellent*	
1	2	3	4	5	___ (54)

42. How would you describe your feelings toward your community as a place to live? Would you say very unfavorable, unfavorable, neutral, favorable or very favorable?

1	2	3	4	5	
Very Unfavorable	Unfavorable	Neutral	Favorable	Very Favorable	___ (55)

43. How old are you? _____ ___ ___ (56-57)

44. How many years of school did you complete? _____ ___ ___ (58-59)

45. Throughout this interview, we've talked about problems and concerns without mentioning the good things about this community. A lot of people have lived here for years, and more are moving here each year. In your opinion, what are the *good* things about your community...what attracts people and keeps them here?

a. _____ ___ ___ (60-61)
b. _____ ___ ___ (62-63)
c. _____ ___ ___ (64-65)
d. _____ ___ ___ (66-67)
e. _____ ___ ___ (68-69)
f. _____ ___ ___ (70-71)

Appendix II

Oregon Trade Area Survey

The following are a few questions concerning your general shopping habits and where you get information to meet your shopping needs. Please check the appropriate space.

_____ 1. In what village or township do you live? _____

_____ 2. If you don't live in the Village of Oregon, have you visited Oregon in the past year?

1. Yes _____ 2. No _____

_____ 3. For what reason do you usually come to Oregon (Please check only one)

1. Haven't visited Oregon in past year _____
2. To visit friends or relatives _____
3. To get health care attention _____
4. To shop _____
5. Entertainment or Recreation _____
6. Other (Please explain) _____

_____ 4. About what percent of your total purchases, services and health care needs do you obtain in Oregon?

1. Don't shop in Oregon _____ 2. Less than 10% _____ 3. 10-25% _____ 4. 25-50% _____
5. 50-75% _____ 6. 75-90% _____ 7. Over 90% _____

_____ 5. If you shop in Oregon, what is your primary reason for doing so? (Check only one)

1. Quality _____ 2. Selection _____ 3. Price _____ 4. Convenience _____ 5. Service _____
6. Loyalty _____ 7. Brand Name _____ 8. Other (Please explain) _____

_____ 6. Please check the one paper which you read *most often* (Check one):

1. Don't read any papers _____ 2. Capitol Times _____ 3. State Journal _____
4. Milwaukee Journal _____ 5. Milwaukee Sentinel _____ 6. Oregon Observer _____
7. Fitchburg Star Press _____ 8. Verona Press _____ 9. Belleville Recorder _____

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_____ 7. Please check the one shoppers' guide you read *most often* (Check one):

1. Don't read a shoppers' guide _____ 2. Shoppers Window _____

3. Other (Specify) _____

_____ 8. What radio station do you or your family listen to *most often*? (Check one):

1. WHA-Madison _____ 2. WTSO-Madison _____ 3. WIBU-Poynette _____ 4. WIBA-Madison _____

5. WISM-Madison _____ 6. WMAD-Madison _____ 7. Other (Specify) _____

_____ 9. Check the time period you listen to *most often*? (Check one)

1. Don't listen to the radio _____ 2. 6-9 AM _____ 3. 9 AM-Noon _____ 4. Noon-3 PM _____

5. 3-6 PM _____ 6. 6-9 PM _____ 7. 9 PM-Midnight _____ 8. Midnight-3 AM

9. Other (Specify) _____

_____ 10. What TV station do you or your family watch *most often*? (Check one)

1. Don't watch TV _____ 2. WISC-Channel 3 _____ 3. WMTV-Channel 15 _____

4. WHA-Channel 21 _____ 5. WKOW-Channel 27 _____ 6. Cable TV _____

7. Other (Specify) _____

_____ 11. Check the time period during which you watch TV *most often* (Check one):

1. Don't watch TV _____ 2. 6-9 AM _____ 3. 9 AM-Noon _____ 4. Noon-3 PM _____ 5. 3-6 PM _____

6. 6-9 PM _____ 7. 9 PM-Midnight _____ 8. Midnight-3 AM _____ 9. Other (Specify) _____

_____ 12. When you get ready to purchase an item, what advertising influences you *most often*? (Check one):

1. Radio _____ 2. Daily Newspaper _____ 3. Weekly Newspaper _____ 4. TV _____ 5. Shopper _____

6. Direct mail fliers _____ 7. Word of mouth _____ 8. Catalogs _____ 9. Yellow pages _____

10. Other (Specify) _____

When you decide to buy one of the following items, please check your *one most* important reason for your final decision. *Check only one*.

	(1) Quality	(2) Selection	(3) Price	(4) Convenience	(5) In-store Assistance	(6) Loyalty	(7) Brand Name
Clothing							
_____ 13. Men's	_____	_____	_____	_____	_____	_____	_____
_____ 14. Women's	_____	_____	_____	_____	_____	_____	_____

	(1) Quality	(2) Selection	(3) Price	(4) Convenience	(5) In-store Assistance	(6) Loyalty	(7) Brand Name
_____ 15. Children's	_____	_____	_____	_____	_____	_____	_____
_____ 16. Shoes	_____	_____	_____	_____	_____	_____	_____
Appliances							
_____ 17. Large (refrig. stove, etc.)	_____	_____	_____	_____	_____	_____	_____
_____ 18. Small (toaster, radio, etc.)	_____	_____	_____	_____	_____	_____	_____
_____ 19. Furniture	_____	_____	_____	_____	_____	_____	_____
_____ 20. Hardware	_____	_____	_____	_____	_____	_____	_____
_____ 21. Building Contractor	_____	_____	_____	_____	_____	_____	_____
_____ 22. Building Supplies	_____	_____	_____	_____	_____	_____	_____
_____ 23. Plumbing & Heating	_____	_____	_____	_____	_____	_____	_____
_____ 24. Electrical Work	_____	_____	_____	_____	_____	_____	_____
_____ 25. Carpeting	_____	_____	_____	_____	_____	_____	_____
_____ 26. Decorative Items (lamps, paint, draperies)	_____	_____	_____	_____	_____	_____	_____
_____ 27. Drugs, Prescriptions, Health Care Items	_____	_____	_____	_____	_____	_____	_____
_____ 28. Jewelry	_____	_____	_____	_____	_____	_____	_____
_____ 29. Gift Shop Items	_____	_____	_____	_____	_____	_____	_____
_____ 30. Liquor or Beer	_____	_____	_____	_____	_____	_____	_____
_____ 31. Sporting Goods	_____	_____	_____	_____	_____	_____	_____
_____ 32. Insurance (life, auto, home)	_____	_____	_____	_____	_____	_____	_____
_____ 33. Insurance (health) (If group policy, you need not answer)	_____	_____	_____	_____	_____	_____	_____

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		(1) Quality	(2) Selection	(3) Price	(4) Convenience	(5) In-store Assistance	(6) Loyalty	(7) Brand Name
_____	34. Barber	_____	_____	_____	_____	_____	_____	_____
_____	35. Beauty Shop	_____	_____	_____	_____	_____	_____	_____
_____	36. Landscaping & Shrubs	_____	_____	_____	_____	_____	_____	_____
	Automotive							
_____	37. Purchase (care, trucks)	_____	_____	_____	_____	_____	_____	_____
_____	38. Tune ups, repairs, maintenance	_____	_____	_____	_____	_____	_____	_____
	Farming							
_____	39. Farm equip.	_____	_____	_____	_____	_____	_____	_____
_____	40. Farm supplies (feed, etc.)	_____	_____	_____	_____	_____	_____	_____
	Eating Out							
_____	41. Breakfast	___ ___	_____	_____	_____	_____	_____	_____
_____	42. Lunch	_____	_____	_____	_____	_____	_____	_____
_____	43. Dinner	_____	_____	_____	_____	_____	_____	_____

		(1) Hours	(2) Convenience	(3) Customer Service	(4) Loyalty	(5) Interest Rate
_____	44. Banking	_____	_____	_____	_____	_____

		(1) Price	(2) Full Service	(3) Hours	(4) Courteousness	(5) Quality	(6) Convenience
_____	45. Gasoline	_____	_____	_____	_____	_____	_____
_____	46. Food Buying	_____	_____	_____	_____	_____	_____

_____ 47. About what percent of your income goes for food? (Check one)

1. 0 -10% _____ 2. 10-20% _____ 3. 20-30% _____ 4. 30-40% _____ 5. 40-50% _____

6. 50-60% _____ 7. 60-70% _____ 8. 70-80% _____ 9. 80% + _____ 10. Don't Know _____

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Thank you for letting us know your reasons for shopping and purchasing the previous items. The following are a list of questions dealing with *where* you purchase items. We have listed a number of communities and ask that you check the community where you purchase the following items *most often. Please check only one community.*

	(1) Oregon	(2) West Towne	(3) Stoughton	(4) Evansville	(5) Brooklyn	(6) Belleville	(7) Beltline	(8) Downtown Madison	(9) Other (Specify)
Clothing									
____ 48. Men's	____	____	____	____	____	____	____	____	____
____ 49. Women's	____	____	____	____	____	____	____	____	____
____ 50. Children's	____	____	____	____	____	____	____	____	____
____ 51. Shoes	____	____	____	____	____	____	____	____	____
Appliances									
____ 52. Large (refrig., stove, etc.)	____	____	____	____	____	____	____	____	____
____ 53. Small (toaster, radio, etc.)	____	____	____	____	____	____	____	____	____
____ 54. Furniture	____	____	____	____	____	____	____	____	____
____ 55. Hardware	____	____	____	____	____	____	____	____	____
____ 56. Building Contractor	____	____	____	____	____	____	____	____	____
____ 57. Building Supplies	____	____	____	____	____	____	____	____	____
____ 58. Plumbing & Heating	____	____	____	____	____	____	____	____	____
____ 59. Electrical Work	____	____	____	____	____	____	____	____	____
____ 60. Carpeting	____	____	____	____	____	____	____	____	____
____ 61. Decorative Items (draperies, lamps, paint, etc.)	____	____	____	____	____	____	____	____	____
____ 62. Drugs, Prescriptions, Health Care Items	____	____	____	____	____	____	____	____	____
____ 63. Jewelry	____	____	____	____	____	____	____	____	____
____ 64. Gift Shop Items	____	____	____	____	____	____	~~99~~	____	____

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	(1) Oregon	(2) West Towne	(3) Stoughton	(4) Evansville	(5) Brooklyn	(6) Belleville	(7) Beltline	(8) Downtown Madison	(9) Other (Specify)
65. Liquor or Beer									
66. Sporting Goods									
67. Insurance (life, auto, home)									
68. Insurance (health) (If a group policy, you need not answer)									
69. Barber									
70. Beauty Shop									
71. Landscaping & Shrubs									
Automotive									
72. Purchase (cars, trucks)									
73. Tune ups, repairs, maint.									
Farming									
74. Farm Equipment									
75. Farm Supplies (feed, fertilizer)									
Eating Out									
76. Breakfast									
77. Lunch									
78. Dinner									
79. Entertainment									
80. Banking									
81. Gasoline									
82. Food Buying									
Services									
83. Dental									
84. Medical									

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_____ 95. What items cannot be bought, or are hard to find, in the Oregon area? _____

_____

_____ 96. If these services or items were offered, would you shop more often in Oregon?

1. Yes, I'd shop there a lot more _____ 2. Yes, I'd shop there a little more _____

3. No, I wouldn't shop there more often _____ 4. Don't know _____

_____ 97. Are there adequate eating facilities in the Oregon area? If not, what type of eating establishment would you like to see come into the area - such as fast food, ethnic, fine dining, etc.?

1. Yes, there are adequate eating facilities _____

2. No, we need (Specify) _____

3. Don't know _____ 4. No Opinion _____

_____ 98. Check the one recreational facility in Oregon you use most often (Check one):

1. Don't use recreational facilities in Oregon _____ 2. Swimming _____ 3. Tennis _____

4. Public Park _____ 5. Library _____ 6. Ball Diamond _____ 7. Ice skating rink _____

8. Racetrack _____ 9. Bowling _____ 10. Other (Specify) _____

_____ 99. What in your opinion is the *one* most important recreational service needed (or in need of improvement) in Oregon? (Check one)

1. Don't use recreational facilities in Oregon _____

2. No additional or improved services needed _____

3. YMCA or YWCA _____ 4. Spectator Sports _____

5. Youth recreational facility _____ 6. Public Park _____ 7. Other (Specify) _____

_____ 100. Do you feel that the Village of Oregon should obtain an old building, buildings, or area to be maintained for its historic value (examples: old Lappley Bldg., old watertower and watertower building, old residence, etc.)?

Yes _____ No _____

_____ 101. If yes, do you have specific buildings or areas to suggest for historic preservation? _____

_____

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		(1) Oregon	(2) West Towne	(3) Stoughton	(4) Evansville	(5) Brooklyn	(6) Belleville	(7) Beltline	(8) Downtown Madison	(9) Other (Specify)
_____	85. Legal	_____	_____	_____	_____	_____	_____	_____	_____	_____
_____	86. Optometrist	_____	_____	_____	_____	_____	_____	_____	_____	_____
_____	87. Veterinary	_____	_____	_____	_____	_____	_____	_____	_____	_____
_____	88. Chiropractor	_____	_____	_____	_____	_____	_____	_____	_____	_____
_____	89. Tax preparation & accounting	_____	_____	_____	_____	_____	_____	_____	_____	_____
_____	90. Shoe Repair	_____	_____	_____	_____	_____	_____	_____	_____	_____
_____	91. Dry Cleaning	_____	_____	_____	_____	_____	_____	_____	_____	_____

The following are a few questions on shopping within the community of Oregon.

_____ 92. What one quality do you *like most* about stores in Oregon (Check one)

1. Don't like anything about them _____ 2. Convenience _____ 3. Selection _____
4. In-store customer service _____ 5. Prices _____ 6. Displays _____ 7. Other (Specify) _____

_____ 93. What one quality do you *most dislike* about store in Oregon (Check one)

1. Like everything about them _____ 2. Convenience _____ 3. Selection _____
4. In-store customer service _____ 5. Prices _____ 6. Displays _____
7. Parking and traffic problems _____ 8. Other (Specify) _____

_____ 94. What retail services are most needed in Oregon? (Check one)

1. No additional services needed _____
2. A shopping center (where)? _____
3. More large stores (what kind?) _____
4. More small stores (what kind?) _____
5. Other (Specify) _____

_____ 102. What one day do you do most of your shopping? (Check one)

1. Monday _____ 2. Tuesday _____ 3. Wednesday _____ 4. Thursday _____ 5. Friday _____

6. Saturday _____ 7. Sunday _____

_____ 103. What one time peirod do you do most of your shopping? (Check one)

1. 9 AM-Noon _____ 2. Noon-5 PM _____ 3. 5-9 PM _____

_____ 104. How could store hours in Oregon be improved? (Check one)

1. No need for improvement _____ 2. More night hours _____ 3. Keep stores open until six _____

4. Open stores on Sundays _____ 5. Other (Specify) _____

_____ 105. What night is the best to have stores open in Oregon?

1. Monday _____ 2. Tuesday _____ 3. Wednesday _____ 4. Thursday _____ 5. Friday _____

6. Saturday _____ 7. Sunday _____ 8. All nights _____ 9. Don't know _____

_____ 106. Would you like to see more rear entrances for customers of stores in Oregon?

1. Yes _____ 2. No _____ 3. Don't know _____

_____ 107. Does the availability of credit make a difference to you when you are shopping for an item?

1. Never makes a difference _____ 2. Sometimes makes a difference _____

3. Often makes a difference _____ 4. Don't know _____

_____ 108. When visiting the Oregon area, do you experience parking problems? 1. Yes _____ 2. No _____

_____ 109. When visiting the Oregon area, do you experience traffic problems? 1. Yes _____ 2. No _____

_____ 110. If yes (to either), what days and during what time period? _____ _____

_____ 111. Has crossing the streets in Oregon ever been a problem for you?

1. I've never been in Oregon _____ 2. Never been a problem _____

3. Sometimes been a problem _____ 4. Often been a problem _____ 5. Don't know _____

_____ 112. Do you feel that the pedestrian's right-of-way in crosswalks should be more strictly enforced in downtown Oregon?

1. Yes _____ 2. No _____ 3. Don't know _____

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_____ 113. Do you feel there is a need for better directional signs in downtown Oregon?

1. Yes (what kind?) _____ 2. No _____ 3. Don't know _____

_____ 114. Would you use public transportation (busses) if it was conveniently routed to and from Madison?

1. Yes _____ 2. Maybe _____ 3. No _____ 4. Don't know _____

_____ 115. If yes or maybe, how often would you be likely to use this service?

1. Daily _____ 2. Two-three times per week _____ 3. Weekly _____ 4. Monthly _____

5. In emergencies only _____ 6. Other (Specify) _____

_____ 116. How much would you be willing to spend for a one-way trip to or from Madison?

1. 0¢ _____ 2. 10¢ _____ 3. 20¢ _____ 4. 30¢ _____ 5. 40¢ _____ 6. 50¢ _____

7. $1.00 _____ 8. More (Specify) _____ 9. Don't know _____

_____ 117. Would you use a cab service if it was conveniently routed in Oregon?

1. Yes _____ 2. Maybe _____ 3. No _____ 4. Don't know _____

_____ 118. When you shop in Oregon, what annoys you most? _____

_____ 119. When you shop in Oregon, what pleases you most? _____

_____ 120. Generally speaking, how would you rank the courtesy, attention and service attitude of Oregon's sales personnel?

1. Excellent _____ 2. Good _____ 3. Fair _____ 4. Poor _____ 5. Don't know _____

_____ 121. Generally speaking, how would you rank the product knowledge of Oregon's sales personnel?

1. Excellent _____ 2. Good _____ 3. Fair _____ 4. Poor _____ 5. Don't know _____

_____ 122. How could Oregon improve its business district? _____

Downtown? _____

Other? _____

We would appreciate your answers to the following questions. Your answers will help us determine whether the survey is a representative of a cross section of people.

_____ 123. Where do you live? (Check one) 1. In Oregon _____ 1-5 miles from Oregon _____

3. 6-10 miles from Oregon _____ 4. 11-15 miles from Oregon _____ 5. 16-20 miles from Oregon _____

6. 21 or more miles from Oregon _____

_____ 124. How long have you lived in your community? 2. Under 5 years _____ 2. 5-15 years _____ 3. 16-25 years _____

4. 26-50 years _____ 5. Over 50 years _____

_____ 125. Please check the type of living area in which you have your home.

1. Farm _____ 2. Rural area, but not on a farm _____ 3. Urban area, city, village _____

_____ 126. What is your primary occupation? _____

_____ 127. What is your sex? Male _____ Female _____

_____ 128. Where do you work? (town, village, or city) _____
(If you work on a farm, write in N/A)

_____ 129. What is your age? 0-19 _____ 20-29 _____ 30-39 _____ 40-49 _____ 50-59 _____ 60-69 _____ 70+___

_____ 130. Do both husband and wife work? 1. Yes _____ 2. No _____

_____ 131. Do you have children living at home? 1. Yes _____ 2. No _____

_____ 132. What is your family income category? (Check one) 1. $0-2,999 _____ 2. $3,000-4,999 _____ 3. $5,000-6,999 _____

4. $7,000-9,999 _____ 5. $10,000-11,999 _____ 6. $12,000-14,999 _____ 7. $15,000-17,999 _____

8. $18,000-20,999 _____ 9. $21,000-22,999 _____ 10. $23,000-24,999 _____ 11. $25,000-29,999 _____

12. $30,000-39,999 _____ 13. $40,000-49,999 _____ 14. over $50,000 _____

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Appendix III

Community Development Assistance Team - Middleton Survey

Name of Store:
Store Address:
Type of Business:
Name of Person Interviewed:
Position of Person (owner, manager, etc.):
Age: _____ years
Place of Residence (Check one): ____ 1. In Middleton
____ 2. Nearby - Outside city limits
____ 3. Neighboring city or village

All information will remain anonymous and confidential.

I.D. No: _____
Interviewer:
Date:

Middleton Business Survey

1a. How many years have you been in business in Middleton?

____ (# of years)

1b. How many years have you been in *this* business in Middleton?

____ (# of years)

2. Do you own or rent your building?

1. Own (include part ownership)

2. Rent

3. Both

3. Is this a family business? (By that I mean do you and members of your immediate family provide more than one-half of the labor to run the business)?

1. No (Not a family business)

2. Yes (Family Business)

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4. What age groups do you feel are your predominant customers? (Check all that apply).

1. Youth (under 18)

2. Young adults (18-30)

3. Older adults (30-65)

4. Elderly (65 and older)

5. Adults of all ages

6. Both youth and adults

7. Other (Explain): _____

_____

_____

_____

5. About what percent of your business comes from residents of Middleton and the immediate area around it? (Five or six mile radius). What percent would you estimate comes from residents of other towns and cities in this region? What percent from transients or tourists? (Be sure percentages total 100).

____% Middleton and immediate area

____% Other towns and cities in region

____% Transient and tourists

____% Other, Explain: _____

100%

6. Some Middleton residents commute to Madison. What effect does this have on your business?

1. Decrease
2. No Effect
3. Increase
4. Don't know or not sure

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7. Would you favor an increase in the number of people residing in Middleton, but working in Madison?

   1. No

   2. Yes

   3. No opinion, don't know

8. What month do you do your greatest volume of business? What month the second greatest volume? (Or what times, i.e., Christmas, Easter, summer).

   _____ Month largest volume

   _____ Month second largest

9. What are your present store hours?

   1. Weekdays:

   2. Saturday:

   3. Sunday:

10. ***(If appropriate, ask:)*** What are your attitudes about staying open at least one more night a week?

    1. No
    2. Yes
    3. Don't know
    4. No opinion

11. Do you have much competition from other businesses in Middleton? Would you say a lot, some, not very much, or none?

    1. None
    2. Not very much
    3. Some
    4. A lot

12. How long has this business been in competition with you? ***(Ask only if business has some or a lot of competition).***

    _____ (# of years)

13. Do surrounding shopping areas compete for your customers who live in and around Middleton—would you say a lot, some, not very much, or not at all?

    1. Not at all
    2. Not very much
    3. Some
    4. A lot
    5. Don't know

14. How do the following areas compete for your customers?

	1. Very little	2. Some	3. Quite a bit
1. Downtown Madison	____	____	____
2. West Towne	____	____	____
3. West Gate Area	____	____	____
4. Other Westside Madison (SPECIFY) _____	____	____	____
5. Other Madison (SPECIFY) _____	____	____	____
6. Other (SPECIFY) _____	____	____	____

15. How do other local Middleton shopping areas affect your business?

    1. Negatively

    2. Make no difference

    3. Positively

16. Do you feel that most people in Middleton can fulfill their major shopping needs in Middleton shopping areas?

    1. No, most do not
    2. Half and half; some do, some don't
    3. *Yes, most do*
    4. Don't know; uncertain
    5. Other (Explain): _____

17. Is advertising important to your business?

    1. Important

    2. Not important

    3. Don't know

18. How and where do you advertise: ***(Probe to find out whether respondent advertises regularly and in what media; rank according to effectiveness).***

    1. TV _____
    2. Radio _____
    3. Local Newspaper _____
    4. Metro Newspaper _____
    5. Fliers _____
    6. Billboards _____
    7. Shoppers _____
    8. Other _____

19. Does advertising pose any difficulties for your business?

1. Yes
2. No
3. Don't know, not applicable
4. If yes, explain.

20. Where do most of your customers usually park?

1. Front of store on the street
2. Back of store (side street)
3. Back of store (parking lot)
4. Municipal parking lot
5. Don't know
6. Does not apply

21. Where do most of your employees usually park?

1. Front of store on the street
2. Back of store (side street)
3. Back of store (parking lot)
4. Municipal parking lot
5. Don't know
6. Does not apply

22. Where is your service access?

1. Front
2. Back
3. Side

23. What time of the day is your business usually serviced?

24. How often is business serviced?

1. Daily
2. A few times weekly
3. Weekly
4. Monthly
5. Other (specify) _____

25. ***(If they park at the rear of the store, ask):*** Do you have a rear entrance? If yes, what is it used for?

1. No
2. Customer
3. Delivery
4. Both
5. Not applicable

26. ***(If parking at rear, but no rear entrance, ask):*** Would you consider putting one in?

1. No
2. Yes
3. Not applicable

Comments: _____

27. Are you aware of any particular parking problems in Middleton with respect to:

Street Parking?

1. No
2. Yes

Comments: _____

Parking Lots?

1. No
2. Yes

Comments: _____

28. ***(If appropriate, ask):*** If a municipal parking lot were located nearby, how important to your business would be on-street parking in front of your store? Would on-street parking be very important, somewhat important, or not important?

1. Not important
2. Somewhat important
3. Very important

29. How far would people walk to your store (in blocks)?

1. One
2. Two
3. Three
4. Four
5. More than four blocks

30. Is crossing the street a problem for shoppers in Middleton? Would you say it is a problem for many, for a few, or no problem at all?

1. No problem at all
2. Problem for a few
3. Problem for many

Comments: _____

31. Do you feel there should be more controlled intersections?

1. No

2. Yes ***(If yes, ask where):*** _____

3. Not certain

32. Are there any other particular traffic problems you are aware of that may influence shopping in the Middleton area?

1. No

2. Yes ***(Ask what):*** _____

3. Don't know

4. No opinion

33. In general, do you find your business area attractive, not very attractive, or about average?

1. Not very attractive — Comments: _____

2. Average _____

3. Attractive _____

34. Other than parking or traffic, do you feel there is a need to generally improve the appearance of the Midtown shopping area?

1. No

2. Yes

35. If yes, how?

A. Street, curbs, sidewalks	1. No	2. Yes
B. Buildings	1. No	2. Yes
C. Landscaping	1. No	2. Yes
D. Signing	1. No	2. Yes
E. Displaying merchandise	1. No	2. Yes

F. Other

36. Other than parking or traffic, do you feel there is a need to generally improve the appearance of the Century Avenue and Allen Blvd. shopping area?

1. No

2. Yes

37. If yes, how?

A. Street, curbs, sidewalks	1. No	2. Yes
B. Buildings	1. No	2. Yes
C. Landscaping	1. No	2. Yes
D. Signing	1. No	2. Yes
E. Displaying merchandise	1. No	2. Yes

F. Other

38. Other than parking or traffic, do you feel there is a need to generally improve the appearance of the Parkwood shopping area?

1. No

2. Yes

39. If Yes, how?

A. Street, curbs, sidewalks	1. No	2. Yes
B. Buildings	1. No	2. Yes
C. Landscaping	1. No	2. Yes
D. Signing	1. No	2. Yes
E. Displaying merchandise	1. No	2. Yes

F. Other

40. Other than parking or traffic, do you feel there is a need to generally improve the appearance of the University Corner shopping area?

1. No

2. Yes

41. If yes, how?

A. Street, curbs, sidewalks	1. No	2. Yes
B. Buildings	1. No	2. Yes
C. Landscaping	1. No	2. Yes
D. Signing	1. No	2. Yes
E. Displaying merchandise	1. No	2. Yes
F. Other	1. No	2. Yes

42. Other than parking or traffic, do you feel there is a need to generally improve the appearance of the Parmenter Shopping area?

1. Nc

2. Yes

43. If yes, how?

A. Street, curbs, sidewalks	1. No	2. Yes
B. Buildings	1. No	2. Yes
C. Landscaping	1. No	2. Yes
D. Signing	1. No	2. Yes
E. Displaying merchandise	1. No	2. Yes
F. Other	1. No	2. Yes

44. Other than parking or traffic, do you feel there is a need to generally improve the appearance of the West Beltline Shopping area?

1. No

2. Yes

45. If yes, how?

A. Street, curbs, sidewalks	1. No	2. Yes
B. Buildings	1. No	2. Yes
C. Landscaping	1. No	2. Yes
D. Signing	1. No	2. Yes
E. Displaying merchandise	1. No	2. Yes
F. Other	1. No	2. Yes

46. Other than parking or traffic, do you feel there is a need to generally improve the appearance of the Industrial park?

1. No

2. Yes

47. If yes, how?

A. Street, curbs, sidewalks	1. No	2. Yes
B. Buildings	1. No	2. Yes
C. Landscaping	1. No	2. Yes
D. Signing	1. No	2. Yes
E. Displaying merchandise	1. No	2. Yes
F. Other	1. No	2. Yes

48. Are there any kinds of amenities you feel would attract customers to your business area - things such as parks, recreational facilities, covered walkways, etc.?

1. No

2. Yes (COMMENTS): _____

_____

3. Don't know

4. No opinion

49. In your opinion what should signs relate to:

1. Primarily pedestrains Comments: _____

2. Primarily to motorists _____

3. Both _____

4. Neither

50. How does the current Middleton sign ordinance affect your business?

1. Positive

2. Negative

3. None

51. What changes would you like to see in the ordinance?

52. Do you think that more planned activities in the downtown are desirable - such as fairs, parades, sidewalk sales, etc?

1. No

2. Yes (Comments): _____

_____

53. Are there any problems associated with conducting such activities in your area?

1. Yes (Explain): _____

2. No

3. Don't know

54. Do you feel Middleton should have more entertainment and cultural facilities?

1. No

2. Yes (Explain): _____

_____

55. Are there adequate eating facilities in your business area? (IF NOT, ASK): What types of eating establishment would you like to see come into the area?

1. No (Comments): _____

2. Yes

56. Is there any type of commercial business or outlet you think is now missing in Middleton?

1. No

2. Yes (What Type): _____

57. Do you think a department or discount store in the Middleton area would be desirable?

1. No (Why)? _____

2. Yes (Why)? _____

3. No opinion

58. Do you feel that the retail services of your own business are comparable to those of stores further away?

1. Not comparable
3. Generally comparable
2. Mixed; some comparable, some not
4. Other (Explain): _____

_____

59. In general are retail services in Middleton comparable to those further away?

1. Not comparable
3. Generally comparable
2. Mixed; some comparable, some not
4. Other (Explain): _____

_____

60. Do you feel that civic organizations (i.e., Kiwanis, Lions, etc.) have used your business area to its fullest in the past? (IF NOT, ASK): What sort of changes would you like to see?

1. No, have not used area to fullest

2. Yes, have used area to fullest

Comments on Changes _____

_____

61. How does the local news media affect your business?

1. Hinders

2. Not much effect

3. Helps

4. Comments _____

_____

62. How does local government affect your business - in general, would you say it has helped your business, hindered it, or not had much affect one way or the other?

1. Hinders
Comments _____
2. Not much effect
_____
3. Helps
_____

63. How often have you made use of the Chamber of Commerce services?

1. Often
3. Rarely
2. Occasional
4. Never

64. In general, how effective is the local Chamber of Commerce in promoting business in Middleton? Would you say very effective, about average, or not very effective?

1. Not very effective
3. Very effective
2. About average

(I have just a few more questions about your own business and your plans for the future and then we will be finished).

65. What means would you suggest to make the local commerce more effective?

_____

_____

_____

_____

66. If a shopping center opened up in the Middleton area, would you consider opening up a branch store there, moving there entirely, or stay where you are?

1. Stay here
2. Open branch store
3. Move there entirely
4. Don't know; uncertain

67. What would attract you to a shopping center? (i.e., space, parking facilities)?

68. Does the current Middleton zoning ordinance have a positive or negative effect on the Middleton business community?

1. Positive (How?) _____
2. Negative (How?) _____
3. Don't know _____
4. Neither,

69. Some persons in your business areas have plans for changes in their businesses and others don't. I will read a list of possible changes, and you can tell me whether you have plans for each change.

No	*Yes*	
1	2	Add new lines?
1	2	Modernize or restore?
1	2	(IF YES, ASK:) Interior?
1	2	Exterior?
1	2	Add people (employees?)
1	2	Reduce personnel?
1	2	Add space?
1	2	Sell the business?
1	2	Diversify?
1	2	Anything else (Explain:) _____

_____

70. We have talked about a lot of things. In conclusion, as you have thought about your business, and the Middleton business area in general, do you have any further thoughts or ideas which might help us better understand the business climate here?

71. Finally, to help us interpret the needs of different size businesses, we wonder if you could give us just a rough idea of your gross business volume. You don't have to be exact because we have the sizes in groups. Which of these groups would you fall into? (HAND RESPONDENT CARD) Your answer will be kept strictly confidential.

1. $ 25,000 or less
2. 26,000 - 50,000
3. 51,000 - 100,000
4. 101,000 - 250,000
5. 251,000 - 500,000
6. 501,000 - 1 million
7. Over 1 million
8. No response

Appendix IV

University of Wisconsin-Extension, Dane County Development Project Publications

Community Resource Profiles

Belleville
Black Earth
Blue Mounds
Brooklyn
Cambridge
Cottage Grove
Cross Plains
Dane
Deerfield
DeForest
Mazomanie
Middleton
Mount Horeb
Oregon
Stoughton
Sun Prairie
Vernona
Waunakee

Belleville:
- Belleville Community Consensus
- Village of Belleville Trade Area Survey
- Village of Belleville Business Survey

Cambridge:
- Cambridge Community Consensus
- Cambridge Business Survey
- Cambridge Consumer Survey
- Cambridge: A Needs Assessment of Older Adults

Deerfield:
- Deerfield Outdoor Recreation Plan - 1976
- Deerfield Community Consensus
- Village of Deerfield Consumer Survey
- Village of Deerfield Business Survey
- Deerfield Community Development Project Follow-Up

Middleton:
- Parks and Open Space Plan - Middleton 1977
- Business in Middleton (Design Alternatives)
- Middleton Community Consensus
- Middleton Consumer Survey
- Middleton Business Survey
- Middleton Market Area & Threshold Analysis
- Middleton Community Development Project Follow-up

Oregon:
- Oregon Outdoor Recreation Plan - 1979
- Oregon: Project Update (Design Alternatives)
- Village of Oregon Community Consensus
- Village of Oregon Business Survey
- Village of Oregon Consumer Survey
- Village of Oregon Market Area & Threshold Analysis
- Oregon - Community Development Project Follow-up
- Oregon - Family Life Study - 1981

Stoughton:
- City of Stoughton Recreation Plan - 1979

Sun Prairie:
- City of Sun Prairie Recreation Plan - 1979

Vienna:
- Town of Vienna Recreation Plan - 1979

Waunakee:
- Waunakee Community Consensus
- Waunakee/Westport Trade Area Survey
- Waunakee Community Economic Development Project Business Survey
- Waunakee Market Area & Threshold Analysis
- Waunakee Community Development Project Follow-up
- Main Street Waunakee (Design Alternatives)

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COOPERATIVE EXTENSION PROGRAMS

UWEX

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UNIVERSITY OF WISCONSIN–EXTENSION

University of Wisconsin–Extension, Gale L. VandeBerg, director, in cooperation with the United States Department of Agriculture and Wisconsin counties, publishes this information to further the purpose of the May 8 and June 30, 1914 Acts of Congress; and provides equal opportunities in employment and programming including Title IX requirements. This publication is available to Wisconsin residents from county Extension agents. It's available to out-of-state purchasers from Agricultural Bulletin Building, 1535 Observatory Drive, Madison, Wisconsin 53706. Editors, before publicizing, should contact the Agricultural Bulletin Building to determine its availability. Order by serial number and title; payment should include price plus postage.

JULY 1981

$3.00

I3135 THE ART OF COMMUNITY DEVELOPMENT